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REPORT on MANAGEMENT IMPROVEMENT and MANPOWER UTILIZATION

UNITED STATES DEPARTMENT of AGRICULTURE
COMMODITY STABILIZATION SERVICE

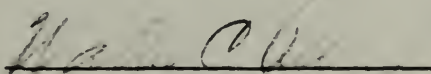


FOREWORD

Commodity Stabilization Service programs are at work in every agricultural county in the nation. They are playing a major role in industries dependent on agriculture and they are wielding great force in the whole of international trade in agricultural commodities. It is a matter of personal pride for all of us that we are not only carrying out our responsibilities successfully but we are improving the operation of our complex programs at the same time.

The report we are making of these improvements serves another perhaps more important purpose. It is a real reflection of the diversity of our common experiences and the significant impact Commodity Stabilization Service programs have on the total agricultural economy. Side by side in one agency are the latest products of our technological age and the fundamental concern with soil. CSS is a challenging assignment in management to each and every employee.

Inherent in our assignment is that its challenge is always in the future. It is not enough to stand on the record of past accomplishments and improvements. We must lend every effort to building from that record an ever better agency that will provide the best possible service to all segments of the national economy at the lowest ultimate cost possible to the American taxpayer.


Administrator

COMMODITY STABILIZATION SERVICE

Commodity Stabilization Service administers programs designed to buttress and improve the agricultural economy of the country through adjusting agricultural production to meet demand, supporting commodity prices, and conserving and improving farm lands.

CSS administers the programs that have evolved from the Commodity Credit Corporation, originally an instrumentality of the Reconstruction Finance Corporation, and certain of the ideas embodied in the Agricultural Adjustment Act of 1933 as amended. In addition, other functions such as Soil Bank have been added to the organization since that time. In 1953 CSS was formed from parts of the Production and Marketing Administration. The new organization included administration of the Commodity Credit Corporation programs and the community, county, and State Agricultural Stabilization and Conservation Committees.

Programs that are administered by CSS include: (1) acreage allotments and marketing quotas, (2) price support, (3) storage, shipping, and related services, (4) disposal through domestic and foreign sale, barter, and donation of Government-owned surplus farm products, (5) International Wheat Agreement Act, (6) administration of the Sugar Act, (7) Soil Bank, and (8) assigned mobilization planning.

The scope of Commodity Stabilization Service's operations are well illustrated by volumes of transactions and investments in its business and acreage involved in its programs. At the end of September, 1960, CSS managed commodity inventories valued at nearly \$7,400,000,000. Over \$900,000,000 of this total was in cotton; approximately \$111,000,000 in dairy products; the largest amount, over \$6,200,000,000, was in grains; and \$8,200,000 was invested in oils and peanuts and turpentine, and \$221,000 was invested in strategic and critical materials.

At the same time, CSS had nearly \$1,590,000,000 invested in loans on agricultural commodities, two-thirds of which was invested in grains. Another \$44,000,000 was invested in storage facility and equipment loans. For 1960, 55,000,000 acres were allotted for the production of wheat; 17,600,000 for cotton; 1,600,000 for peanuts; and 1,060,000 acres for tobacco.

More than 806,000 farmers voted in the referendums to decide whether to produce the six basic crops within marketing quotas. In all instances except one, more than the necessary two-thirds of the farmers voting favored marketing quotas. Quotas were disapproved for one type of tobacco.

The Conservation Reserve program has resulted in the retirement of 28.7 million acres of cropland from commodity production. Farmers have withdrawn the land as part of a three-, five-, or ten-year contract with CSS that includes devoting the land to an approved conservation practice for which the government bears 80 per cent of the cost in addition to compensating the farmer for his loss of income.

There are other programs administered by CSS including a sugar program to protect consumers and the domestic sugar producing industry, and various programs to supply feed grains to farmers and livestock producers during emergencies or disasters in agricultural areas.

The remainder of this report is a reflection of the widespread, diverse activities engaged in by CSS. Improvements in management take place constantly throughout the organization. In giving recognition to them, this report in a real sense becomes a moving history of Commodity Stabilization Service's program administration.

COMMODITY STABILIZATION SERVICE

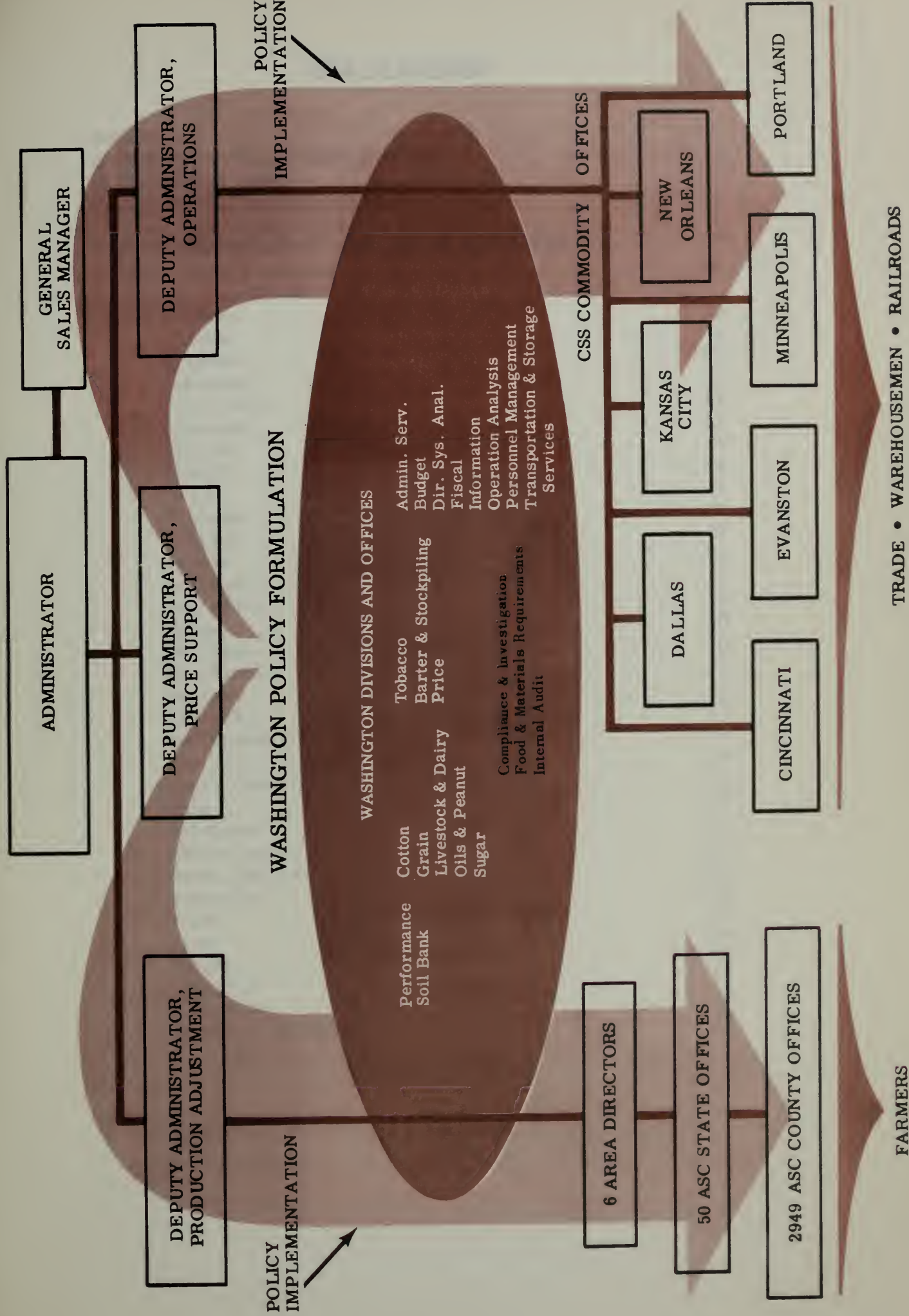


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Administrator

The Administrator of Commodity Stabilization Service is the executive head of the Agency. He serves as the ex-officio Executive Vice President of Commodity Credit Corporation.

Under his direction, the CSS programs for generally adjusting production and supporting the prices of agricultural commodities are carried out. He implements his authority to carry out these responsibilities through three Deputy Administrators and a General Sales Manager. He maintains overall control with the aid of an Associate Administrator and staff assistants. A specialized program is carried out by the Food and Materials Division. Maximum compliance with the laws administered by the Agency is insured through a Compliance and Investigation Division. The Internal Audit Division is relied on to provide a comprehensive continuing review of the effectiveness with which the Administrator's delegations are carried out.

The Administrator's major delegations have been the coordination of Agricultural Stabilization Conservation activities, including State and county offices and the Soil Bank and Performance Divisions, to a Deputy Administrator for Production Adjustment. The divisions responsible for administrative management and field or commodity offices which manage CCC-owned inventories answer to the Deputy Administrator for Operations. A third Deputy Administrator for Price Support coordinates the work of divisions engaged in formulating programs for individual commodities, disposing of commodities except by sale, and administering international commodity agreements. The final major delegation has been to the Office of the General Sales Manager to develop sales and pricing policies.

DEFENSE MOBILIZATION PLANNING

A major facet of the national program for civilian defense in the event of a national emergency is food production, management, and distribution. Under the direction of the Office of Civilian Defense Mobilization, the Department of Agriculture has been delegated responsibility for planning the management of a national food program. This entails determining food requirements and deciding what food would need to be exported and imported, and how local foodstuffs should be distributed in time of emergency.

These responsibilities necessarily cut across organizational lines within the Department of Agriculture. To coordinate the development of a food program within Agriculture, the Secretary has established a Continuity Planning Committee. The Committee is under the direction of the Administrative Assistant Secretary. The system developed to carry out defense mobilization planning within the Department of Agriculture is described in a document recently issued by the Planning Committee entitled "Defense Mobilization Planning to Assure Continuity of Essential Functions in Event of Civil Defense Emergency."

The new system is predicated on the assumption that there will be little or no lead time between a declaration of war and the commencement of actual hostilities. From this premise it is necessary to have a "built-in readiness" to carry out emergency food responsibilities. The corollary result from the premise is that it is impractical to depend upon establishing and operating a national food agency such as was built in World War II after the declaration of war.

"Built-in readiness" means, then, using to the fullest extent possible existing organizations within the Department. CSS and the Agricultural Marketing Service have the bulk of the activities that will be relied upon to provide emergency services. Other agencies of the Department have been assigned specific support activity. Coordination of activities within the overall plan is provided by the Food and Materials Division of CSS.

To carry out defense policies for food, local organizations have been established to work with other elements of the total civil

defense program. Within each county an Emergency Planning Committee has been established. The county committee reports in turn to a State Emergency Planning Committee. The state committees report in turn to the Washington organization.

To provide local liaison between state committees and the Office of Civil Defense Mobilization's regional organizations, the Secretary has appointed Regional Liaison Representatives who report to the Director of the Food and Materials Division.

Existing authority that can be exercised by the Department of Agriculture to carry out its responsibilities in the event of a national emergency includes: (1) the gathering of necessary data about food supplies and estimated food supplies, (2) extension of such emergency financial arrangements as might be required, (3) regulation of disease and insect control, and the exercise of commodity inspection, and (4) advisory assistance to forest product industries.

To supplement these authorities, the Department has certain "delegated responsibilities" that it would exercise to meet a national emergency. These responsibilities include (1) development of information on food requirements, (2) establishment of priorities and allocations and assistance to food and agricultural resources facilities, (3) control of rural fires in addition to protection of national forests, (4) development of defense against biological and mechanical warfare affecting animals and crops, (5) determination of radiological fallout in rural areas that may affect crops and livestock, and (6) participation in a joint nation-wide radioactivity monitoring service.

The Department will provide a farm community advisory service that will fit into the regular extension education program.

To carry out the Department's responsibilities for defense mobilization, planning must be done in more detail than ever before in the history of agriculture. A primary and an alternate plan for central direction and control over the national economy, resources, and the general public is being established in detail from the local to the national level. The alternative

plans help to provide mobilization planning with the flexibility it must have to meet any possible contingency arising from a national emergency. Effective implementation of mobilization planning for food resources is assured through the interest and participation of citizens at the local level and the close co-operation of existing organizations within the Department of Agriculture.

Deputy, Administrator

PRODUCTION ADJUSTMENT

The Deputy Administrator, Production Adjustment, is responsible for program policy determination and interpretations relating to the acreage adjustment and marketing quota programs, the Soil Bank program, and the payment and production aspects of the Sugar Act. He is also responsible for direction of all CSS and CCC operations carried out by State and county Agricultural Stabilization and Conservation committees, including administration of the Agricultural Conservation Program.

State ASC Committees, consisting of three farmer members appointed by the Secretary of Agriculture (except in California and Texas, which have five) plus the State Director of Agricultural Extension, make policy determinations, within national regulations, and supervise the work of the State and county ASC offices. This supervision is carried out through a staff in each State Office under the direction of a State Administrative Officer. Reporting to him are Farmer Fieldmen, each of whom supervises a group of county offices.

At the county level, ASC programs are executed through elected county committees in the nearly 3,000 agricultural counties in the country. Each county committee appoints a County Office Manager to direct the operation of the county office. The county offices administer the acreage allotment, marketing quota, price support, Agricultural Conservation, Soil Bank, emergency feed, farm storage facility loan, sugar program, and other programs which may be assigned.

The committee system is designed to permit local consideration of local conditions, within the framework of legislation and administrative regulations, and to permit those affected by ASC programs to have a substantial part in their development and administration.

Throughout the years since their establishment in the middle Thirties the county ASC (originally AAA) offices have carried a heavy work load and, under the direction of elected county committees of farmers, have done a remarkable job of administering the numerous farm programs assigned to them. Recognizing that there is always room for betterment, the State ASC offices, under the leadership of the Area Directors and the Deputy Administrator, Production Adjustment, have concentrated on bringing about further improvement of county office operations. Following is a summary of some of the things which have been done:

The principle that the county ASC committee should serve as a part-time board of directors and that day-to-day operations should be under the supervision of a full-time County Office Manager appointed by the county committee has been extended to all the States. This arrangement permits the committee to establish policies and determine matters which require committee judgment, while the manager, under the committee's direction, concentrates on running the office. The arrangement also permits responsible farmers to serve on the county committee, since they are not required to spend too much time away from their farming operations.

The heavy responsibilities of the positions of County Office Manager and other county employees have been recognized and the classification of these positions brought to a level more nearly equal to similar positions in other Department agencies. Qualification standards for the position of County Office Manager have been raised.

Much attention has been given to training. Practically all States have instituted County Office Manager trainee programs. Under these trainee programs, men who meet or surpass the qualifications for County Office Manager are appointed as manager trainees and are given intensive training in county office programs and administration. When vacancies occur, these trainees are recommended to the county committees, which have the responsibility for selecting County Office Managers. A national policy has been adopted requiring that a new County Office Manager not recruited through the trainee program shall, except in unusual circumstances, serve a training period of at least eight weeks before assuming active charge of the county office.

ASC COUNTY OFFICES (Continued)

Training of county office clerks and field employees has received a great deal of attention and this has resulted in improvement in the efficiency of operations. Training has been carried on by both State and county offices. This effort has been aided by the installation of a system of looseleaf handbooks of procedures covering programs and administrative operations carried on by county offices, thus making it possible to keep procedures current.

There has been a tremendous improvement in the physical side of county office operations. We are not interested in having luxurious offices, but believe that, from a business standpoint, adequate space, good lighting, and good equipment pay dividends in more efficient and better public service. A great many county offices in which conditions were unsatisfactory have moved to new quarters, remodeled existing space, rearranged furniture, equipment, and supplies, obtained better lighting, installed counters, arranged for air-conditioning where needed, and acquired needed equipment. The acquisition of Addressograph equipment where needed is particularly important. In the larger counties this equipment is electrically operated and in the small offices hand operated. Addressographs are being used to make repetitive entries on forms as well as for addressing and have made it possible for county offices to meet increased work-loads without increasing personnel or to carry the same workload with fewer employees.

Emphasis has also been given to the improvement of county office management. A pamphlet entitled "Management Guides for ASC County Offices," which outlines effective management practices as they apply to county offices was prepared with the assistance of many State and county office employees. After making the guides available, the States have carried on an extensive and continued follow-up aimed at improvement of county office management. Various methods have been employed. One of the most widely used and most effective has been the practice of having the County Office Managers discuss in a meeting with Farmer Fieldman one or more subjects in the guides, such as county committee meetings, planning and scheduling work, organization, training, supervision, office lay-out, files, and informing farmers about ASC programs. Regular meetings of the fieldman and County Office Managers in his district for the purpose of discussing changes in programs and joint planning of operations, as well as discussion of county office management, are now an established practice in many States. County committees and County Office Managers are well acquainted with modern principles of management and the general level of management has risen appreciably.

Beginning in 1957, a systematic approach for improvement of county office operations was adopted nationally. Under this program, State Office employees called Operations Reviewers have been assigned the task of visiting county offices and carefully appraising their program and administrative operations and management. Where misinterpretation or misunderstanding of national and State procedures is found, the reviewer assists county office personnel in becoming familiar with the prescribed requirements and methods. After checking the programs, the reviewer makes an appraisal of management in the county office. This appraisal is made in the light of management standards which were developed with the assistance of State and county office personnel and which outline what is expected of an efficient county office. Based on his observations of program operations and office practices, the reviewer indicates strong, satisfactory, or weak management factors.

The appraisal is then reviewed with the fieldman and the County Office Manager and a plan for improvement of specific management practices is prepared. The fieldman follows up and reports to the State Office as the plan is carried out. These appraisals and plans for improvement have had a marked effect in improving the level of management in county offices. In many cases managers who previously were not doing a satisfactory job have become satisfactory or outstanding in performance. Improvements have been made in all areas of county office management mentioned above.

As a result of the combined effect of all of the foregoing factors, there has been a noticeable increase in the efficiency of county office operations throughout the country.

IMPROVEMENT IN COUNTY OFFICE OPERATION

Improved program administration in county offices has resulted from analysis and follow-up of periodic reports filed by Farmer Fieldmen in Alabama. The report is the fieldman's opinion of the current condition of each program in each of his county offices. These reports, augmented by Program Review and Internal Audit reports, point out weaknesses in county office operations. Farmer Fieldmen together with the State Administrative Officer and Program Specialist review these reports for evidence of weaknesses in program administration in a particular county or need for revision of procedures prepared for all counties. Where weaknesses appear in county office administration, arrangements are made for the Program Specialist or Operations Reviewer to visit the county with the fieldmen to correct the deficiencies and to help prevent their recurrence.

Another use of these reports is to supplement workload indicators to arrive at man years of employment that each county is to be budgeted for. Increasing emphasis is being given to providing proper training for County Office Managers and clerks. Farmer Fieldmen conduct district meetings quarterly with County Office Managers and administrative clerks, to discuss current material regarding good management practices, exchange ideas and talk about common operating problems. Continuing efforts to get maximum utilization from the addressograph machines have included visits to each installation by a representative of the Addressograph Company with an employee from the State Office who understands the county office programs. The results of these visits have been good. Not only has the Addressograph representative been able to help the county offices but the county office employees have made suggestions for modification in the equipment that should result in improved performance.

IMPROVED PERIODIC ACP PROGRESS REPORTS

Simplified preparation of the State ACP progress report resulted from preparing it from raw data instead of county summaries. County offices submit the raw data from their program fund control ledgers. The State Office interprets the data and prepares the summary report. The 5 entries required from each county to prepare the consolidated state report also aid the State Office to check on the accuracy of the county's program fund control ledger.

The new system insures uniformity of data reported and interpretation thereof while minimizing ACP reporting in the counties by eliminating the necessity of separate summary reports.

TRAVEL BY PRIVATELY OWNED AIRCRAFT

Savings in travel costs, per diem and salary have been realized by utilizing a private airplane for travel between county offices by the Chairman of the Alaska ASC State Committee. Travel by conventional means between county offices in Alaska is often difficult because of the great distances, inadequate roads, and the limited commercial passenger transportation. Travel by private aircraft on the other hand is common and economically feasible. Most villages, towns and cities have landing strips or airports nearby.

In response to these peculiar conditions, the Chairman uses his own aircraft for trips between offices. Recently the Chairman visited the county office in Palmer, Alaska, did a day's work and returned to Fairbanks with a total elapsed time of about 27 hours. At about the same time, an Internal Auditor from San Francisco utilizing commercial transportation to make the same trip, was required to spend more than twice as much time traveling. The chairman was able to save the government about \$100 in travel expenses for the trip by using his own airplane.

ARIZONA ASC STATE COMMITTEE

IMPROVED STATE OFFICE OPERATIONS

A tickler card file has been established in the Arizona State Office to insure timely preparation of recurring and special reports. The cards are so prepared that in the absence of the person who would ordinarily prepare the report, the office would be warned well in advance that his report was due. The system has helped reduce the number of requests for past due reports.

A week prior to a meeting of the State Committee, the agenda of the meeting, descriptions of items on the agenda and related material are mailed to State Committeemen. The committeeman is thereby briefed about items to be considered. A supplemental agenda is prepared and presented to the committeemen during the meeting.

ARKANSAS ASC STATE COMMITTEE

TRAINING

A "Training in Administrative Management" workshop was held in Little Rock this past summer. The Chief of the Administrative Division and two Farmer Fieldmen attended the meeting. The course was designed to help participants identify management problems more readily and to formulate solutions to them. The human relation aspects of these problems were stressed during the workshop.

IMPROVEMENTS IN OPERATIONS

Steps recently taken in Arkansas to improve management include extension and perfection of the uniform filing systems in county offices. The preparation and use of check lists by Farmer Fieldmen as a guide to an objective evaluation of county office administrative and program operations has been expanded. Statewide meetings have been held to familiarize county office personnel with the fringe benefits granted them during the last session of Congress.

CALIFORNIA ASC STATE COMMITTEE

IMPROVEMENTS IN COUNTY OFFICE MANAGEMENT

A subject-numeric uniform filing system is now in use in all California county offices. Before requiring all county offices to adopt the new system, it was tested in several of the larger county offices. Results of the test indicated that the new system is an improvement over the old. For instance, Operations Reviewers report that they have been able to complete assignments in county offices up to one day earlier because of easier access to records in the uniform filing system. County offices too report that their employees have been able to locate filing material more promptly.

Operations Reviewers have been utilized to follow up on deficiencies in county office operations brought to light through reports of internal auditors. After the audit report has been answered, the reviewers are expected to analyze the area reported as deficient each time they are in the county until they are satisfied that the problem has been resolved.

UTILIZATION OF ADDRESSOGRAPH MACHINES

In an effort to get the best possible utilization of its Addressograph equipment, Colorado is experimenting with using the equipment in one county office to supply output for several counties. Four county offices have been selected to supply output for their own and adjoining counties. They have received Addressograph plates from the counties they are to supply. The central county then uses the plates to prepare the mailing lists required by the counties it services. Results of the experiment to date indicate that utilization of Addressograph equipment in the central county office is greatly improved. The system as a whole provides no appreciable shortcomings when a large number of forms is to be reproduced.

In addition to the experiment designed to gain best possible utilization of Addressograph equipment, Colorado has invited specialists from the Addressograph Company to conduct a school for Addressograph equipment operators.

DISPLAY OF AERIAL PHOTOGRAPHS

Open access to aerial photographs in the State Office has resulted in conserving employees time while providing better service to the public. The Florida office moved their aerial photographs from the storage room to a room next to the Performance Specialist. The room is furnished with large tables where the public is free to examine photographs at their leisure with a minimum interruption of employees' time. The improvement is significant because hundreds of people examine indexes and contact prints of aerial photographs on file in the office each year. Most visitors examine the prints of areas in which they own land or are performing engineering work. They, as well as state office personnel find the new system to be an improvement over the old.

WORK MEASUREMENT

Appraisal of Farmer Fieldmen work in Florida is simplified with the aid of a new method of recording the time each fieldman spends in each county office. Fieldmen post to their daily reports times of arrival and departure and number of hours spent in the county. When the reports are received in the State Office, totals are posted to a board that shows the percent of work time each Farmer Fieldman spends in each of his counties. Thus the progress board indicates at any given time the lack of necessary visits or excessive visits to a particular county. Accordingly, it serves as a guide to State Office management in appraising the fieldman's efforts and discussing with him how he can best use his time. Data for each fieldman is summarized annually from the board. The summary shows the percent of time spent by each fieldman and prorates his expense for each of his counties. These data when compared to county office performance for the same year serve to point out where the fieldman should direct his efforts in the succeeding year.

TRAINING

Training has been reemphasized in Georgia during the past year. The well established County Office Manager trainee program has been further perfected. A record of the trainees' development is maintained during the initial 8 weeks of his training. Each week his progress is recorded in terms of a grade posted to a report card. The grades are based on weekly written examinations. The amount of time spent on each subject is maintained on the same card. The report card is included with the trainee's personnel folder when he is referred to a county committee for possible placement.

A result of these progress reports is that the trainee is working much harder so that he might get a good recommendation from his report card.

Newly elected county committeemen attend a one-day district meeting with their Farmer Fieldman at which the policies and procedures of the State Committees and ASC programs are discussed. The State Administrative Officer conducts these meetings. The role of the Farmer Fieldman is described as it relates to county committees and the State Office. The functions of the State Committee are described. The organization of the Department of Agriculture, CSS and ASC are described with the aid of a viewgraph. "The Management Guides for ASC County Offices" are reviewed by the Chief of the Administrative Division as they relate to county committee operations.

County committeemen have been well satisfied with the meetings to date and regard them as indispensable to proper orientation for their new job. Each Farmer Fieldman has been furnished a View Graph for use as a training aid. Transparencies for use with the projector are developed in the State Office. The viewgraph has been used to illustrate blank forms, executed forms and step-by-step outlines of procedures. The projector makes it possible to portray work on a large screen. The State Office is assured of uniform training in Farmer Fieldman districts by virtue of knowing that examples and outlines are developed in the State Office for common use in all the Fieldman Districts.

IDAHO ASC STATE COMMITTEE

TRAINING

Training sessions have been made much more effective in Idaho through the use of a 35mm slide projector. Slides are made in the state office. Each division prepares its own forms, charts, graphs or other material. The material is then prepared within the state office on the appropriate slides.

The slides have been used in district meetings of County Office Managers in all parts of the state. Comments from people attending these sessions have been uniformly good. They have said that these slides have made the training sessions far superior to those conducted prior to the time that the slides were put into use. Total cost to the State Office for additional equipment was about \$200.00.

ILLINOIS ASC STATE COMMITTEE

MEETINGS TO FAMILIARIZE ASC COUNTY COMMITTEEMEN AND OFFICE MANAGERS WITH THE STATE OFFICE

A series of five two-day meetings for County Committeemen and County Office Managers has been held in the State Office to promote better understanding between State and county personnel. The meeting assembled at noon and each program specialist discussed his responsibilities with the group, stressing the close working relationship needed between State and county offices to operate a well-coordinated service program for farmers.

The second day began with a tour of the Illinois State Office facilities. Small groups were guided by members of the Administrative Division and were given first hand information concerning operations performed in the various parts of the office.

Later the group was divided into separate sessions for County Committeemen and Office Managers. The sessions were designed to encourage free discussions of the problems of county-committee, office manager relationship. The sessions were under the direction of members of the State Committee and of the State Administrative Officer. The entire group was later reassembled and the results of the sessions summarized.

TRAINING

To assure that the best techniques for grain maintenance were being used in every county, a series of work shops have been held to illustrate good grain maintenance techniques. In addition to the State Grain Storage Supervisors, District Supervisors and County Bin Site Supervisory personnel, State Committeemen, Farmer Fieldmen, administrative personnel and County Office Managers attended these work shops. Four of five counties were represented at each meeting.

The training was conducted at bin sites under the leadership of State and District Grain Storage Supervisors. In order to make the sessions meaningful to the participants, the mechanical maintenance techniques were demonstrated in actual operation in the bins.

To aid in training farm reporters, the performance and photography specialists utilized visual aids in this year's district meetings. The visuals were provided by the Performance Division in Washington. They were adapted locally with additional photographs of local conditions.

COUNTY OFFICE WORK MEASUREMENT

The State Office has made two significant uses of the recently devised formula for county office work measurement. As required nationally, it has been used to help determine allocations of 1961 county administrative funds. In addition, the formula has been used to prepare charts and graphs that illustrate differences in productivity of county offices and changes in workload in particular counties at different times of the year. These charts show by program the workload in particular counties and the unit cost per workload item. The system is expected to materially aid State and county offices to prepare to meet peak production periods and to locate strength and weakness in operations.

INDIANA ASC STATE COMMITTEE

TRAINING

Farmer Fieldmen meet with the State Administrative Officer, the Chief of the Administrative Division and Program Specialists once each month in the State Office. Agendas for these meetings include program matters, State Committee policies and methods of operation. The agenda is prepared in such a way that it will serve as a guide for subsequent meetings of County Office Managers in each Farmer Fieldman's district. Subjects that are discussed which are not a part of the agenda and decisions reached on these subjects are noted by the Farmer Fieldmen for the later meetings of County Office Managers.

The district meetings of County Office Managers are conducted by the Farmer Fieldmen and are occasionally attended by other State Office personnel. Planning is usually one of the subjects on the agenda for these meetings. The subjects discussed at the meetings serve as a basis for the county office to prepare formal monthly work plans. Most of the remainder of the agenda is devoted to the subjects discussed at the State meeting of Farmer Fieldmen. Coordination of these two meetings is resulting in notable improvements in county office operations by virtue of the assured good communications between State and county offices.

Additional district meetings of County Office Managers and other county office personnel are held as required, usually to discuss new programs. These meetings provide a forum for discussion of common operating problems among the county offices and for scheduling workload anticipated under the new programs.

Further assistance to County Office Managers is provided by State Office prepared guides for training new employees and under studies. The guides help the County Office Manager tailor his training plans and are not intended as fixed schedules or agendas for training sessions.

IMPROVEMENTS IN ACP ADMINISTRATION

The State Office is now issuing a loose leaf ACP handbook. As amendments to the ACP Program are made, they may be inserted into the basic handbook. This innovation makes it unnecessary to reprint the entire handbook each year. The new handbook is available in the State for about \$1,000 less each year than was its predecessor, and county personnel and farmers can become more familiar with the general format the the practices and specifications outlined.

Increasing cooperation, better understanding of mutual practical operating problems and a better overall picture of ACP field work are being gained by the State ASC Office and the State Soil Conservation Service Office through joint field trips by representatives of the two agencies. Five such trips have been made in 1960 to view ACP and Conservation Reserve practices as they operate on farms. The trips, in addition to promoting better understanding between the two agencies, have resulted in practical recommendations that are leading to improved program operations.

County offices have been supplying vendors of Conservation Materials and Services with letters that set forth the general requirements of

eligibility for CMS vendors and which describe his responsibilities to the eligibility farmer and to ACP. The letters also instruct the vendor in how to fill out the forms required for administering the CMS program.

IMPROVEMENTS IN PRICE SUPPORT ADMINISTRATION

The State Office has prepared a schedule of major activities that occur during the program year. The schedules are furnished to Farmer Fieldmen and County Office Managers in time to emphasize the need to plan for the workload expected in each major activity. The schedule has been effective in helping county offices prepare for peak workloads and accordingly has improved their administration of the various price support activities.

A kit consisting of charts, summaries and other items has been prepared to describe programs that are infrequently active. The kits are furnished to Farmer Fieldmen and County Office Managers. They are designed to train personnel in the administration of the program, to renew general knowledge for people already familiar with the program and may be used as a handy reference for guiding personnel preparing and servicing loans. These kits supplement but do not replace the program bulletins and handbooks.

IMPROVEMENTS IN WOOL PROGRAM ADMINISTRATION

Farmer Fieldmen have been required to appraise each county office's review of wool applications under the Wool Payment Program. The Farmer Fieldman concludes his appraisal with an evaluation of the county office review and states his opinion as to the need for reconsidering producers' applications. The appraisal is forwarded to the appropriate Program Specialist. He then directs that county offices whose work appears to be inadequate, make a token recontact with producers to verify the data on the application. The county office is then required to report the results of their recontacts to the State Office. The State Office then decides what additional action is necessary. The appraisal has served to reacquaint county office personnel and wool producers with the importance of adequate regard for program requirements under the Wool Payment Program.

IMPROVEMENTS IN THE ADMINISTRATION OF PERFORMANCE FUNCTIONS

In recent years, the State Office has been carrying out a policy of using fewer, better trained reporters to check compliance with ASC program. The number of reporters has been reduced from an average of 3 per township to .77 per township. Accordingly, fewer supervisors are required. At the same time, the quality of reporting and timeliness in completing it has been improved.

New aerial photographs or clean replacements have been provided to all county offices in the State. County performance personnel have been given additional training in the use of aerial photographs and acreage determinations have been simplified.

A work assignment record provided by the State Office is aiding the county offices to better control the work of reporters and the equipment they use. The record provides continuous control of field work assigned and completed by each reporter.

IMPROVEMENTS IN THE ADMINISTRATION OF CCC GRAIN STORAGE STRUCTURES

A two day conference for personnel of the State Office Grain Storage Section and district storage supervisors is being held in the State Office each month. The conference is devoted to a detailed review of the condition of binsite corn and discussions of new procedures, policies and individual operating problems. The meetings have proven invaluable in providing everyone with the knowledge needed to administer an effective storage program.

COMMUNICATIONS

A system has been devised in Kansas to insure getting timely and accurate information about program changes from the State Office to employees in county offices. Each month Farmer Fieldmen and Operations Reviewers meet with the State Administrative Officer and members of his staff. New programs, changes in programs and policy, and administrative and operating problems are reviewed and discussed. In the past, the meetings have been supplemented with outlines of the material to be discussed and detailed agendas. Copies of the outlines contain special material and handbook references. One copy of the outline and agenda had been made available to each Farmer Fieldman to discuss at subsequent group meetings with his County Office Managers.

To insure that a maximum amount of this material gets to the proper clerk, the State Office took the following steps:

1. Fieldmen are given copies of the outline material to give to the County Office Managers during their meeting following the fieldmen's meeting with the State Administrative Officer.
2. The fieldman and the County Office Manager are asked to go over the material during their meeting.
3. The County Office Manager is asked to review the material with the appropriate county office clerk. The outline material for a particular program is left with the appropriate clerk.

County Office Managers and clerks have enthusiastically received the new system and state that it has been very helpful to them.

TRAINING AND PLANNING

Training plans and schedules have been established for all employees in the State and county offices. The main effort has been directed to improve the employee's understanding of his job and the program he helps to administer. The state is using visual aids to an increasing extent. Film strips, recordings, slides and overhead projectors have become increasingly important in the training program and are being well received.

During the past 2 years, the Kentucky Office has prepared long range plans for improving the physical facilities in 108 county offices. Twelve additional offices should be improved by the end of this year.

Written work plans are prepared annually for each major part of the State Office. Suggested work plans for county offices are prepared quarterly in the State Office to include major expected work volume and jobs. County offices supplement the quarterly plan with a monthly work plan that they in turn submit to the State Office. Emphasis on planning has resulted in a better record of meeting deadlines and of being better prepared to meet peak workloads.

WORKSHOPS FOR PARISH COMMITTEEMEN

A number of steps have been taken by the State Office in recent years to give parish committeemen the support they need to be effective in their jobs. One such step has been to conduct workshops for parish committeemen in each Farmer Fieldman's district. These meetings are attended by a member of the State Committee and the State Administrative Officer as well as the fieldman in addition to the parish committeemen in the district.

The workshops have been directed to discussions of overall parish committee duties and responsibilities and their relationship to the State Committee and State and parish office employees. There has been a deliberate effort to avoid discussing specific program details since committeemen are not responsible for the day-to-day operations of the parish office.

The workshops usually begin with a general discussion of the relationship between State and parish committees. Most of the remainder of the time is devoted to a discussion of the authority and responsibility of parish committeemen functioning as a board of directors for the parish ASC organization. Specifically, 8 points are usually covered:

1. The employment and supervision of the Parish Office Manager.
2. Office space and facilities.
3. Establishing operating policies to insure the best possible service to farmers through the parish office.
4. Establishment of controls to insure that parish committee policies are carried out.
5. Delegation of authority and responsibility to Parish Office Managers.
6. Relationship with parish office personnel in their day to day operation to the office.
7. Utilization of community committeemen in program administration.
8. Relationship of parish committees and the ASC organization with other agencies and local groups.

These meetings have helped to bring about more positive action on the part of parish committees in establishing and directing parish ASC policies. Relationships between parish committees, the parish office and the State Office have been materially improved. Committeemen themselves have received these meetings enthusiastically, and have asked that they be continued at least twice each year.

To supplement the workshops, parish committeemen are being furnished the background information and timely program information they need to establish program policies or for undertaking specific assignments.

SAFETY PROGRAM

The Louisiana safety committee has put into effect a number of measures directed toward insuring safe working conditions in state and parish offices. These measures have included:

1. A safety policy for parish offices that is included in Handbook 1-CA.
2. A list of "Safety Hazards" confronting office and field personnel that has been distributed to all parish offices. Fieldmen have used the list as a check list to see that parish offices have taken appropriate note of safety hazards.
3. Parish offices required to inspect grain have been furnished with a sturdy ladder that can be attached to the roof of the inspector's car for transportation between bin sites. This has ended the use of borrowed ladders which frequently were unsafe.
4. Parish offices have been encouraged to keep electrical cords out of aisleways. Where this is not possible, parished have been authorized to purchase a flat duct cord with tapered edges that adhere to the floor. This cord minimizes the danger of tripping.
5. All second floor offices are now required to have at least 2 exits. Fieldmen are negotiating with landlords to see that the second exit or a fire escape is provided. In future considerations of parish office relocations, adequate exits will be one of the required factors.

MAINE ASC STATE COMMITTEE

IMPROVED COUNTY OFFICE OPERATIONS

County offices in Maine have taken major steps to acquire improved space and equipment and are installing uniform filing system throughout the State. County Office Managers and committeemen have been preparing comprehensive work plans on program operations. These plans are proving to be beneficial.

A single mailing list for farms in each county has replaced the several mailing lists formerly used for each program. On the new list, farms are listed in numerical sequence by townships.

MICHIGAN ASC STATE COMMITTEE

TRAINING

To orient new county committeemen and to remind returning committeemen of the purposes and objectives of ASC programs, district meetings are held immediately after county committee elections. The meetings are attended by the entire State Committee and the State Administrative Officer. Included on the agenda for discussion are the organization and programs of the Department of Agriculture and the responsibilities and duties of county committeemen and County Office Managers. A discussion period follows the formal presentations. County committeemen and office managers are encouraged to raise questions about operating problems and to make suggestions to the State Committee for state-wide policies. The meetings have stimulated interest in the entire ASC program.

Training of part time loan inspectors has been revised to include a trip to bin-sites where the inspectors can see practical applications of instructions and procedures for loan inspection work.

MICHIGAN ASC STATE COMMITTEE (Continued)

Farmer Fieldmen with the aid of the host county committee, prepared tours of farms where representative types of farm storage structures were to be found. Probing and preparation of grain samples for grading was demonstrated and inspectors were required to comment on the acceptability of the storage facilities being demonstrated.

NEW EQUIPMENT

Twenty folding machines have been provided county offices in Michigan. The machine folds letters three times faster than can be done by hand. Considering the 8 to 12 general mailings from county offices each year, the machines are saving about 800 man-years of labor each year, for a cost of about \$250 per machine.

MINNESOTA ASC STATE COMMITTEE

COUNTY OFFICE PRODUCER LISTINGS AND FARM RECORD CARDS

Complete and accurate producer listings and farm record cards are available to county office counter clerks by virtue of a simplified system inaugurated in all Minnesota county offices.

Each producer's name, address, farm number, and crop land acreage is typed on quarter inch strips. A strip of one color denotes that the producer is an owner-operator or a tenant. Another color is used for owners who are not operators. Completed strips are placed on a conveniently located stand on or near the counter. They are thus readily available to office personnel as they work with farmers. The listings have been enthusiastically received and are constantly used in all county offices.

To supplement the visible listing, farm record cards are prepared for farms actively participating in ASC programs. Colored flags or tabs on each card readily identify what ASC programs the farm is participating in. Each card supplements the producer listing strip with detailed data about farm, crops, and allotments. They are filed in conveniently located trays usually on a moveable stand, in numerical order within townships. They are thus readily available to any employee in the office who needs detailed information about any producer or farm.

PROCEDURE ISSUANCE SYSTEM

A new system for controlling procedures issued by the State Office to county offices makes it possible for county offices to have issuances readily available at all times. Information had been disseminated to county offices by letters and similar memoranda. Frequently, instructions issued in such a manner were not filed by any particular system and were therefore not readily available when they were needed. With the new system, instructions are now kept available in an orderly manner in procedure books and files. Operations Reviewers, Farmer Fieldmen and others are assisting every county in properly setting up the new system. The value of the new system is already being reflected in the lessening number of small reissues requested of the State Office.

NEBRASKA ASC STATE COMMITTEE

COOPERATION BETWEEN SCS AND ACP

To insure that soil conservation district plans and Agricultural Conservation Program plans are complementary, the State ASC office and the Executive Secretary of the State Soil and Water Conservation Committee have issued a letter to their respective county offices that encourages simultaneous cooperative development of county conservation and county ACP programs. The plans are to be developed at the county ACP development meeting. The Executive Secretary's letter asks Soil and Water Conservation District Boards to establish their plans in October rather than January. The ACP program can then be formulated within the framework of the SCS plan. The result is better management and technical assistance and more equitable ACP cost sharing in work towards their common goal of providing for the conservation needs in each county.

NEW HAMPSHIRE ASC STATE COMMITTEE

IMPROVEMENTS IN COUNTY OFFICE OPERATION

During the past year, significant efforts to improve county office operations have been made in several areas of administration. One county office was relocated in a new office building. The new space is on the ground floor and in an area with ample parking facilities. Soil Conservation Service is in an adjoining office. The floor plans in several county offices have been modified to provide better service to farmers. The new uniform filing system utilizing Pendaflex filing equipment has been installed in all county offices. The installation and utilization of Addressograph equipment has been completed in 3 county offices.

NEW YORK ASC STATE COMMITTEE

TRAINING

To generate more interest and to increase participation in training sessions, the New York State Office has emphasized participation by the trainees in the training sessions and they are stressing the use of visual aids in all training programs. The State Office felt that the traditional training programs, relying on lectures, did not provide good enough results for the time invested. The State Office has procured a magnetic chalk board, photo-type letters and photo copy machines. The use of these new techniques is illustrated in the following descriptions of recent training sessions and revised formats of news publications emanating from the State Office.

1. A two day conference for county committeemen and office managers, primarily on program operations, was recently held in each Farmer Fieldman's district. Part of the conference was devoted to management training. The topic for discussion by county committeemen was conduct of committee meetings. The topic for County Office Managers was "The Basic Elements in Management" illustrated with the aid of a slide projector. These sessions have been helpful in assisting county committeemen and office managers to better understand their role in county office operations.
2. A series of two day workshops is being held for County Office Managers in each Farmer Fieldman's district. The topics in each series have been taken from county office "Management Guides". The first topic considered at the first workshop in this series was county committee meetings, agendas and minutes. An actual committee meeting was held. The County Office Managers as a group prepared the agenda, and wrote the minutes of the meeting.

The second workshop in this series was concerned with planning and scheduling work and training employees. In advance of this session, the State Office prepared a series of questions about the topics under consideration. Each office manager wrote his answers to the questions on a separate piece of paper. He later read his answer to the group who then discussed the merits of the alternative answers.

The third workshop in the series dealt with supervision, county office organization, office layout, supplies and equipment. This workshop also relied on questions previously prepared in the State Office and the simulation of a situation similar to that used for the first workshop. Again, solutions were prepared individually and discussed by the group.

The fourth workshop in this series will be concerned with how to tell farmers about ASC programs and how to most effectively meet and deal with the public. Training in creative thinking will be the topic of one day's session in this fourth workshop.

The County Office Managers' response to the workshop series and the techniques used has been enthusiastic. Many of them are beginning to use the same techniques for training personnel in their own offices.

3. Intensive training of performance supervisors is helping to provide a better reporting job. Spot checking this fall indicates that they are doing their work more accurately than in the past. This year for the first time, a one day workshop for performance supervisors and head reporters has been held to train them in how to supervise and what their responsibilities are. The workshops have relied heavily on questions previously prepared in the State Office and group discussions of the answers. County Office Managers attended these sessions as observers so that they might better understand the relationship between themselves and the performance supervisors.
4. The State Office has provided for participation by State and county employees in outside training activities. A Program Specialist, the Operations Reviewer, three Farmer Fieldmen and two County Office Managers attended a TAM workshop. A member of the State Office staff attended the Creative Problem Solving Institute sponsored by the Creative Education Foundation at the University of Buffalo. Some of the experience he gained from the Institute was instrumental in the development of the training program for County Office Managers that utilize county office management guides.

At the conclusion of each of the training sessions, participants have been required to complete an evaluation questionnaire. Criticisms have been carefully evaluated and they are being used as a basis for improving subsequent training sessions.

5. The State Office has developed a standard format for a newsletter to be issued to county and community committeemen from each county office. The newsletter is intended to be eye catching in appearance, easily understood, and regularly published. Thus far, reactions to the new newsletters have been good.

STATE OFFICE ORGANIZATION

The staff has conducted an organization survey of the New York State Office. Fuzzy lines of authority and responsibility were found in some areas as were cases of unbalanced workloads and poor physical arrangement of equipment. The office has been reorganized to correct these shortcomings. The new arrangements are working more satisfactorily than did the earlier arrangements.

NORTH CAROLINA ASC STATE COMMITTEE

TRAINING

Training is receiving great emphasis in the North Carolina ASC State Office. Classes have been directed at developing the full potential of County Office Managers and chief clerks in program administration and management. Careful planning for and use of modern techniques for presenting the material and reliance on good conference practices have done much to assure the success of these programs.

1. Within-Service Training Program

Constant refinement of the within-service training program for County Office Managers, chief clerks and

manager trainees has given North Carolina a proven method of supporting county office management. Classes are conducted in the State Office and material for the classes is prepared by the State Office staff. The staff has benefited from the research they have done to prepare training material and conduct the various classes. Each series of classes runs for 8 weeks. Based on the experience gained from several years effort with the original curriculum, the course has been broadened to include nearly all phases of administrative and program management.

2. Quarterly Staff Conference for County Office Personnel

Discussions concerning mutual operating problems have supplied the best means of off-the-job training for County Office Managers and program and administrative clerks. Managers as well as clerks from different counties working on similar programs convene at quarterly district meetings. During the past year, the State Office arranged for discussions of these meetings by clerks assigned a particular program or job. They are seated around a table equipped with microphones. The leader of the group encouraged each participant to talk and draw on the experience of others. The group is encouraged to arrive at their own conclusions or devise solutions to problems.

Discussions of this type have been conducted for clerks assigned to agricultural allotment and marketing quota, price support, Agricultural Conservation, Conservation Reserve, and performance programs and for those who work at the counter. In addition, sessions have been conducted concerning the responsibility of County Office Managers and chief clerks and on particular phases of management of county office operations. Results have been very good with demonstrated improvement, particularly among counter clerks who must meet the public.

3. Training County Committeemen

New county committeemen meet at the North Carolina State Office for indoctrination each year. This year,

experienced county committeemen and County Office Managers participated in the indoctrination for one day. They led discussions of committee responsibilities related to the various programs. By having people who had handled the responsibilities that the new committeemen faced discuss the responsibilities with them, more practical and meaningful training has been provided. This has been well received by the new committeemen.

4. Contest Between Fieldmen Districts

During some joint meetings of Farmer Fieldmen districts, contests have been held to test the program knowledge of individuals selected to represent each fieldman's district. Each contestant competes with representatives of other districts in considering questions about programs. Questions are prepared prior to the meetings by specialists in the State Office. A question is asked of a contestant by the moderator. The contestant must answer within 15 seconds. Two incorrect answers eliminates a contestant and the fieldman must supply a substitute for him. Correct answers are worth 5 points; incorrect answers lose 5 points. Scores for each district are tallied and displayed by an overhead projector.

The contests have gained widespread interest and provide a good general review of the strengths and weaknesses of program knowledge.

COUNTY OFFICE LAYOUT

Review of each county office floor plan has resulted in the best possible physical arrangement of personnel, files and equipment. A uniform contact counter has been developed and installed in most county offices within the past year. The layout of Addressograph equipment, flexoline producer indexes and uniform filing of farm records and pre-prepared forms is prescribed for the new counter. The uniform counter helps to provide efficient service to farmers and simplifies the work of the contact counter clerks.

INCENTIVE AWARDS PROGRAM

To insure adequate study of each employee suggestion and to be sure that the person who made the suggestion gets an adequate answer, North Carolina now adopts every suggestion unless staff members can demonstrate why it should not be adopted. This year, 333 suggestions have been submitted and 97 have been adopted.

VISUAL AIDS

Visual aids are now used in all meetings. To insure that thoughts and ideas are successfully communicated, the State Office has adopted a method called "Tell and Show". The office utilizes an overhead projector, flip charts, opaque projectors, flannel boards, movies (when practical) and have recently been using an automatic slide projector with a tape recorded commentary. Slides for the projector are made by the office, thus eliminating the need to search for similar slides in other agencies.

The office is concentrating on adopting visual aids wherever feasible and is continuing to study new methods for illustrating talks.

OHIO ASC STATE COMMITTEE

SIMPLIFIED SCALE CHECKING OF AERIAL PHOTOGRAPHS

In lieu of ground measurements, new aerial photographs are being checked against geodetic maps whenever they are available. The cost for checking and comparing aerial photographs for counties

for which geodetic maps are available runs about \$1,000 less than comparing and checking the same photographs against ground measurements.

QUALITY AND COST CONTROLS FOR FARM REPORTING

County offices are required to report to the State Office the cost of performance activities for each farm. The report shows the expenses of the reporter including mileage and the cost of supervising him. The reports are analyzed in the State Office and then furnished with the analysis to Farmer Fieldmen. The fieldmen can then identify counties in their district where costs are low or high.

In the county office, the office manager preparing the report can readily identify reporters who have low or high cost ratios for farms reported on. These and similar efforts to produce high quality, efficient reporting have in recent years reduced the number of reporters required state-wide from 3,000 to 902. In some counties, the number of reporters has been so reduced that the County Office Manager can supervise them without employing intermediate County Performance Supervisors.

INSTRUCTIONS FOR THE PRICE SUPPORT PROGRAM

To provide more understanding in the application of various program regulations and procedures, the State Office has prepared exhibits of forms and procedures for inclusion in handbooks concerning the commodity loan and purchase program. The exhibits are designed to illustrate actual conditions in Ohio. In addition to these illustrations, other exhibits in the handbook include charts that reduce the number of calculations necessary to process a loan or purchase agreement and simplified forms for reporting information to the State Office.

A price support manual for orienting and training new State and county office personnel in the commodity loan and purchase program has been published. Other devices to be used in training people in the price support program include slides, special exhibits for illustrating proper completion of CCC Form 50 and sets of questions and answers about price support regulations and procedures.

ERROR REPORTING

So that a Farmer Fieldman may readily identify counties in his district that have a high error ratio in data submitted to the Evanston and New Orleans Data Processing Center, listings and maps are supplied to each fieldman that readily identify counties where errors are concentrated. The listings and the maps serve as a basis for conversations between Farmer Fieldmen, Operations Reviewers and State Office personnel about program effectiveness county by county. Fieldmen in subsequent meetings with County Office Managers use the maps in conversations about reporting errors.

OKLAHOMA ASC STATE COMMITTEE

IMPROVED COUNTY OFFICE OPERATIONS

Oklahoma has managed to meet its responsibilities in county offices without increasing personnel and in some instances, have actually reduced the size of county office staffs by emphasizing training of county office employees. The training program has been pointed primarily at county office clerical personnel. County office operations have been further improved through the acquisition of adequate office facilities. This has been a continuing project for several years and has resulted in providing well arranged, well lighted and usually air conditioned county offices. Benefits of the training program and the improved facilities are being reflected in more efficient county office operations throughout the state.

TRAINING

Training in Pennsylvania has emphasized improved management in State and county offices in recent months.

Three management workshops for County Office Managers have just been completed. Farmer Fieldmen, Program Reviewers, and members of the State Office staff also attended the workshops. The workshops stressed the importance of good administrative management techniques and practices. Included in the curriculum have been training methods and principles, management development, and communications in management.

Officials from Washington and the State Extension Service were among the speakers at these workshops. The talks were supplemented by discussions and panel meetings. One panel put on a short skit to illustrate the shortcomings of the County Office Manager who does not delegate authority. The point made was that the County Office Manager who does not delegate properly is an harassed, over-worked official.

A meeting of the State Committee and all County Committeemen was held recently. The purpose of the meeting was to permit County Committeemen to bring program and administrative problems to the attention of the State Committee.

Another meeting proving of benefit to ASC operations is district meetings between Farmer Fieldmen and County Office Managers. The meetings are held as the occasion demands to consider work plans and mutual operating problems and practices.

To promote well written informative newsletters, the State Committee instituted a contest between counties designed to select the best newsletter issued. A winning county was selected for each Farmer Fieldman district and one of these counties was selected as publishing the best newsletter in the state. Winners were given appropriate incentive awards. As a result of the contest, county offices are now issuing more effective and timely newsletters.

To familiarize county office employees with ASC operations and with their job, a handbook has been prepared for issuance to each county office employee. Included in the handbook are

PENNSYLVANIA ASC STATE COMMITTEE (Continued)

sections entitled "Individual Responsibilities and Principles of Conduct", "Employee Benefits", "Dealing with the Job", and the "County Office Team". The handbook was prepared jointly by the State Office Administrative Division, Program Specialists, a Farmer Fieldman, and a County Office Manager.

By concentrating on hiring the best qualified people for longer periods of employment, the number of farm reporters has been reduced by 75%. The reporters were given intensive training. The quality of performance work and production have been improved, unit costs have been reduced, and there is better acceptance of the work on the part of farmers. The reduced force of reporters has resulted in reduction in the cost of training, spot checking, and supervising reporters.

SOUTH CAROLINA ASC STATE COMMITTEE

FARM PROGRAM INFORMATION

The State Office is paying increasing attention to the need for properly informing farmers and the general public of ASC operations in South Carolina. At recent meetings of ASC personnel, the need for the best possible public relations has been stressed. County offices are being encouraged to improve public understanding through the use of regular newspaper articles, and television and radio programs. Photographs and slides have been made available to illustrate talks made by ASC personnel about ASC operations before farm and other public or private groups. The State Office has instituted an annual report of ASC operations that is to be widely circulated in the State Office.

DEVELOPING COUNTY ACP PROGRAMS

About 300 man-hours per year have been saved at the South Dakota State Office with an improved method for developing and approving County ACP Programs. Each year, an ACP program is developed within national and state guidelines by each county in the state. Formerly, counties submitted them to the State Office for approval. These programs consisted of practices, cost share rates, program provisions and similar matters.

The new system provides that the ACP Specialist in the State Office prepare the format for a county handbook to include all practices and program provisions possible in South Dakota. This is then mimeographed and distributed to all counties in the State. Each county makes appropriate deletions or notations and submits this adjusted mimeographed copy that now describes the county's ACP program to the State Office for review. The new procedure has saved time and effort at both the State and county levels. In addition to simplifying the development of the county AC program, it minimizes the correspondence necessary to clarify misunderstandings about AC program dockets. While the amount of time saved at the county level cannot be exactly measured, it is known to be considerable.

COUNTY OFFICE LAYOUTS

Simplified office layout has resulted in South Dakota county offices from the installation and use of counters that are segmented by each active program in the county. All current material pertaining to a program is maintained within that section of the counter. Each section is separated by windows. Seated directly behind each section are the clerks who deal with that particular program.

The layout has made better service to the farmer possible and has simplified county office program administration.

ASSEMBLY LINE GRAIN GRADINGS

To handle the large volume of commodity sampling in the late summer and early autumn, the South Dakota State Office has redesigned their grading procedures so that part time inexperienced employees can be utilized.

Grain samples received in the State Office are handled by techniques resembling those used on assembly lines. Inexperienced employees are hired to perform simple techniques in sequence from receiving the grain to the final grading and recording of the grade. For instance, one person may open a sample bag, another obtain the test weight, and still others make the moisture test, obtain dockage, sieve and look for damaged kernels. The whole operation is carried out under the leadership of two permanent employees who are qualified grain graders. The permanent employees check the results of each test and determine the grade of each sample.

An electronic air purifier removes the dust and pollen from the air during the time of high volume operation.

The new technique provides farmers with early notice of grain grades at a low cost to the government.

MANAGEMENT REVIEWS IN COUNTY OFFICES

To insure that management reviews in county offices are effective and recommended improvements are implemented, the South Dakota office requires thorough review and formal follow-up of each analysis made by an Operations Program Reviewer. Each operation in the county office is compared to the management standards in use in the State. At the conclusion of the review, the reviewer meets with the county committee, the office manager, Farmer Fieldmen and usually a representative of the State Office Administrative Division. These meetings frequently run for a full day. They result in a plan, where necessary, for improving individual operations to meet the management standards. This review system has permitted the State to get maximum benefits from the reviews through insuring complete understanding on the part of everyone involved about conditions in the county office and steps necessary to improve county office operations.

TRAINING EMPLOYEES TO USE ACREAGE REPORTS AND NOTICES TO FARMERS

Reporters and county office performance clerks are aided in their study of the various notices to farmers and reports that they are

required to complete by State Office prepared samples in handbooks. The State Office now prepares these samples so that they will reflect land uses, crops and problems peculiar to South Dakota. Handbooks prepared in the national office include examples that are generally applicable to the country as a whole. The locally prepared examples adapted to South Dakota conditions are proving to be more meaningful to county office employees than the generalized examples found in national handbooks.

FARM INFORMATION PROGRAMS ON LOCAL RADIO STATIONS

One of the biggest jobs in State and county offices is keeping farmers currently and accurately informed about ASC programs, what they are designed to accomplish; how they can best be used; and changes in them as they are made. In South Dakota, local radio stations remain one of the most effective means of reaching individual farmers.

County offices have been encouraged to develop close working relationships with local radio stations. Many counties have regularly scheduled programs on local stations. Each week, the State Office supplies county offices with about five minutes of radio script that can be adapted for local use. These scripts are frequently supplemented by the county offices, sometimes with the aid of the county agent.

Each week, the State Administrative Officer or a member of the State Office prepares a taped broadcast. Each broadcast is three to four minutes in length. They usually concern program information of current State-wide interest. The tapes are regularly sent to eleven stations throughout the State for use on public service broadcasts. These efforts have been well received by both the farmers and the radio stations. Many stations ask for even more program information for their broadcasts. The State Office has a market for all of the scripts that they have time to prepare.

ADDRESSOGRAPH EQUIPMENT

Electric addressograph equipment is operating in 55 Tennessee counties, and hand addressograph equipment in 20 counties. Maintenance service for the equipment is supplied by the Operations Reviewers, at a considerable saving over the maintenance costs of commercial firms. The Operations Reviewers have been able to give earlier attention to service calls than did the commercial maintenance people.

The speed of the machines, number of errors and legibility of impressions are a great improvement over similar work previously done with typewriters. For instance, the use of facsimile signatures on approximately 200,000 commodity allotment notices has saved many man-hours of county committee time. In the past 12 months, the machines have been used to make over 5 million impressions.

IMPROVED COUNTY OFFICE SPACE

The State Office, working with the county offices, has been concentrating on obtaining adequate county office space. In a number of instances, new office buildings are being constructed to State Office specifications. The specifications emphasize uniform space arrangement and convenient off-street parking for farmers. Experience in this State indicates that a well arranged, suitably furnished and properly lighted office improves the efficiency of the office force and is appreciated by farmers having business with county offices.

One Farmer Fieldman has taken a special interest in arranging office space, equipment and furnishings. He has developed a series of visual slides illustrating proper and improper office arrangement. By using the slides to illustrate talks he has given at meetings of County Office Managers, he has been able to bring about many improvements in office arrangement.

TRAINING

To assure recruiting the best qualified, available people for County Office Managers and to bring their requirements in line with requirements of other agricultural agencies, the Texas State Office is requiring County Office Manager trainees to have a degree from an accredited college or university. The arrangement was worked out with the approval of the Deputy Administrator, Production Adjustment.

Vendors of Conservation Materials and Services have been invited to training sessions conducted by the Texas AC Program Specialists. The purpose of the meetings was to better acquaint the vendors with program requirements and to secure their cooperation in minimizing violations. A vendors digest was prepared and distributed to all vendors in the State. The digest was aimed at providing better program understanding and at helping to acquaint vendors with their responsibility in agreements entered into with county committees.

PAYING REPORTERS FOR WORK DONE

A method has been devised for paying performance reporters for units of work done. During the past year, the system has been extended to 102 counties for reporting compliance with cotton acreage allotments and 49 counties for wheat acreage allotments. The new method has resulted in an estimated savings of \$150,000 in performance costs during the 1960 program year.

PROGRAM SPECIALISTS AID TO COUNTY OFFICES

The State Office has helped program administration in county offices by assigning Program Specialists to work with the county offices. It had been noted in the State Office that certain counties had particular difficulty administering certain programs. The specialist in the State Office responsible for that program was assigned to the county to review the program operations and to instruct county office personnel in methods that would improve administration of the program.

The State Office has frequently been able to identify weaknesses in program administration in a particular county through the reports presented by the Operations Reviewer. Among the programs found difficult to administer in the county office have been the Conservation Reserve, Agricultural Conservation Programs and the Livestock Feed Program. The direct aid of the Program Specialists is improving the operations of these programs in county offices.

TRAINING

Among the significant recent training efforts has been the use of Operations Reviewer to help County Office Managers train clerical employees. Certain counties have been identified as requiring additional clerical training. The reviewer and the County Office Manager developed training plans and jointly trained employees of each of these offices.

All County Office Managers have participated in 3-day training sessions at the State Office in administrative management. The training sessions have stressed participation of County Office Managers in the various presentations on the agenda. Early indications are that the results of these sessions are being reflected in smoother, more effective operations in county offices.

OFFICE SPACE AND EQUIPMENT

Efforts to provide adequate office space for all county offices are continuing and showing results. Facilities for several county offices have recently been remodeled or new office space has been acquired.

The State Office has completed a survey of equipment and furniture in every county office in the State. To the extent that funds permit, new equipment and furniture is being secured to replace that which is nearly worn out.

The new space and equipment is providing a more business-like atmosphere to county offices throughout Utah and it is providing an attractive working atmosphere for ASC employees.

VERMONT ASC STATE COMMITTEE

INFORMING COMMITTEEMEN

In order to keep community, county and State Committeemen abreast of significant activities, the Vermont State Office has undertaken systematic training of each committeeman and publishes a monthly newsletter for their information.

Each new community committeeman is given a brochure outlining the ASC programs applicable to Vermont and the functions of community and county committeemen. The brochure includes a brief history of ASC operations in the State and a digest of its significance in short narratives supplemented by statistical summaries describing the size of each program.

Each year, State Office personnel meet with community committeemen to discuss particular phases of ASC operations such as "ACP and Farm Management", the subject of this year's meeting. These meetings are supplemented by brochures that further describe the topic.

Committeemen of all levels receive a monthly newsletter from the State Office. The newsletter contains articles about significant happenings in State program operations as well as news about well known people in ASC operations.

Training plans for each level of committeemen are prepared in advance for an entire fiscal year. The plans contain brief descriptions of topics on the agenda, the purpose of the training, how it is to be done, when and where it will be given, who will preside, what materials will be used, and what follow-up to the training can be expected.

The result of the State Office efforts to keep all committeemen informed about State ASC activities is a close knit, well informed group of ASC officials.

VIRGINIA ASC STATE COMMITTEE

TRAINING

1. District Meetings of County Office Managers - Following the monthly State Office staff meeting, each fieldman holds a one day meeting with County Office Managers in his district. When detailed instructions are thought necessary on certain programs, key program clerks are also invited to attend and participate in the meeting. The fieldman is responsible for developing the agenda for the meeting, though he often arranges to have one or more members of the State Office staff attend and discuss a particular activity of special current interest. The fieldman lays the groundwork for his

meeting at the State Office staff meeting. He will have the status reports of the various programs; he will know just what instructions need discussion and review; and he will relate this to a plan of work prepared at the last meeting. County Office Managers often are asked to lead discussions on a particular subject or to outline plans for handling a specific activity. At each meeting, a review is made of the status of the work; a plan of work is developed for the period immediately ahead; current instructions and procedures are discussed; and ideas are exchanged and plans made for more effective administration.

2. Area Meetings - Quarterly district meetings of County Committeemen, office managers, and other responsible county office personnel are held for review and discussion of programs and administrative plans and procedures. State Committeemen, Program Specialists, the State Administrative Officer, and fieldmen review timely subjects and act as discussion leaders. These meetings have been very helpful in providing personal contact between county people and key State Office personnel and developing better administration and better understanding of ASC programs and procedures.
3. Improved Writing - To assist county office personnel in preparing better written material in the form of press releases, radio scripts, newsletters to farmers, and general correspondence, the State Office conducts a workshop with county office personnel on better writing.

Meetings are conducted on a workshop basis by a member of the State Office staff in each Farmer Fieldman district. The meetings are attended by County Office Managers and other county office employees. The workshops cover a thorough review of the Records Management Handbook on correspondence entitled "Plain Letters" followed by actual exercises in writing letters according to the Plain Letters formula.

Ample attention is given to presenting ideas for improving the content and appearance of county newsletters. Basic

rules for preparing press and radio releases are explored and suggestions are offered on how to approach newspaper editors and radio program directors.

Several sample written items are distributed for use as guides in preparing newsletters and press releases. Also, workbooks on the "Plain Letters" writing course are provided for study and exercises are completed later in the manner of a correspondence course. Each person completing the course is given a Certificate of Training and a statement for the county office personnel file. Results of the program have been reflected in greatly improved written material originating in county offices.

ANNUAL AWARD TO THE ASC COUNTY OFFICE HAVING THE MOST
OUTSTANDING INFORMATION PROGRAM

To provide an incentive to all county offices in Virginia and to recognize outstanding work in this field, the State Office presents an annual award to the county office having the most outstanding information program.

A committee appointed by the State Administrative Officer selects the outstanding county. The selection is approved by the State Incentive Awards Committee. The selection is based on newsletters, news releases, radio and TV programs, annual reports, personal appearances before civic and other groups, participation in community affairs, handling contact in office and field, relationship with other agencies and general acceptance of programs in the county.

Measurement standards have been established on a point system for the selection of the outstanding county. A cash award of \$200.00 and a plaque are presented. The cash award is divided among individual employees and county committeemen.

ISSUANCE CONTROLS

To help county offices know whether they are promptly receiving all procedures issued from the State Office, a mimeographed checksheet is mailed to them daily listing all materials except correspondence issued on that particular day. This check list replaces a check list covering a longer period. The latter list was inadequate in that it was issued some days or weeks after certain important procedures should have been in the county offices. County office personnel thus occasionally found themselves using outdated procedures simply because they were not aware that they had been superseded. County offices have been instructed to immediately notify the State Office if the check list indicates that they have not received procedures that they need.

NEW EQUIPMENT

Photo copy machines of the wet process type are now in use in the county offices that have a heavy workload. The machines are used to make extra copies of farm sketches that are needed for the ACP program. They are also used for preparing copies of documents pertaining to claims cases being referred to the Attorney in Charge. For these and similar copying jobs, the equipment is saving a considerable number of man-hours.

In Wisconsin counties, it has been found that ground control measurements of straight lines can be made faster with alidade and stadia rods than by conventional measurements with a 100 foot tape. A record is kept of the number of feet read at each sighting. The length of the straight line is the total of all such readings on that line. This method has permitted county offices to make about 1/3 more straight line measurements each day. The measurements are more accurate than those made with the 100 foot tape.

By moving the file of the aerial photographs of farmlands nearer to the counters, the county offices are finding that they make much more use of them during interviews with farmers. The arrangement also saves time for the counter clerk who previously had to walk to the Performance Section of the office to get needed aerial photographs.

PROGRAM IMPROVEMENTS

Closer control of the Wool Payment Program has been achieved by the State Office by requiring counties to supplement minimum reporting requirements with a record of payments made under the shorn wool and unshorn lamb programs. The summary is then reconciled with a required register. The summary is furnished periodically to the State Office which reports progress under the program to Washington. Before reporting however, the State Office is able to determine the accuracy of promotion fund deduction reports by comparing them to summaries reported by counties. The summary also makes it possible for the State Office to determine what counties have reported gross instead of net payments. The summary has eliminated nearly all over-payment errors while providing a needed closer check on deductions for promotion of the program.

A new definition of "Substantially Completed" ACP Program practices is eliminating the necessity of estimating practice and program achievements and is contributing to a more accurate and less expensive program. It will encourage more prompt completion of practices undertaken in preceding years. Under the new definition, only those practices completed, except for some seeding to be done the following spring, are regarded as substantially completed. Only those practices falling within this definition can be extended to the following spring. If they are not completed by that time, the practice is to be cancelled or transferred to the next year.

Control ledgers for payments under ACP for a specific year and the allocations established for practices yet to be completed have been combined into one printed form from the five forms previously required. The combination saves time in posting, reviewing and preparing reports. The change in these control ledgers has eliminated one report formerly received from county offices and has simplified preparation of other reports emanating in county offices. Effective with the 1961 AC Program, reports will be requested from county offices only as the State Office needs them to prepare national reports.

The State ACP handbook is now being amended as required rather than reissued each year. Each year's AC Program varies substantially. However, the State Office feels that, except for

one section, there are enough continuing provisions to permit the issuance of one handbook that can be amended from year to year. The section "Conservation Practices and Maximum Rates of Cost-Sharing" is reissued yearly. Amendments to the rest of the handbook are prepared and issued as mimeographed replacements. This new practice is saving considerable money and time.

TRAINING

To buttress the County Office Manager training program, three County Office Managers are required to attend the monthly Farmer Fieldmen's meeting at the State Office. The assignment is rotated among County Office Managers. The practice has helped to familiarize County Office Managers with the methods used to develop program and administrative procedures.

At each monthly County Office Manager meeting, one manager is selected to summarize the proceedings of the meeting. The summaries are duplicated and provided to the other participants and to the State Office. The purpose of having the proceedings summarized and distributed is to be sure that each County Office Manager is provided with written notification of decisions that have been made and actions that are to be taken.

MEETINGS

The division believing that it has received worthwhile benefits from meetings of members of the administrative staffs of both laboratories has instituted a series of meetings between engineering and quality control staffs of each laboratory. Agendas are concerned with mutual operating problems of each group and have led to important innovations in operating procedures.

For instance a larger camera for photographing farm acreage has been adopted. It reduces by about 1/3 the amount of error usually introduced into photographs by slope changes and elevation.

A new film and contract print material has been adopted for both laboratories as a result of a discussion at a recent meeting. The new film utilizes a polyester material for its base. The new material minimizes error due to shrinkage and thereby improves the accuracy of photographic enlargements used for acreage measurement.

An experiment is being conducted to eliminate error introduced by the tip and tilt of the airplane making the photograph. The experimental method employs a camera mounted on a gyroscope. If the gyroscope camera proves feasible it will eliminate the need to rectify approximately 65% of all aerial photographs for tip and tilt. This in turn would reduce the amount of time necessary to prepare prints by about 50%.

A meeting of the engineering staffs of each laboratory has resulted in the adoption of a uniform system for deriving ratios and computing tilt. The new system is expected to result in marked savings in the time required to compute ratios.

Uniform control of the quality of photographic materials supplied by contractors is being gained from the establishment of standards common to both laboratories. The standards are actual sets of negatives and prints whose quality reflects the upper and lower levels of tolerance for acceptable material.

ACREAGE MEASUREMENT

Better guidance to State Office personnel and county office reporters is being provided by improvements in the national handbook for measuring acreage and using photography. Photographs had been

introduced as illustrations and exhibits and include contrasting colors for emphasis. The handbook is being provided to the county instead of requiring State Offices to develop and distribute a "Reporters Guide."

Emphasis is being given to change the basis of reporters' pay from a daily rate to a work unit rate. Where the new system has been adopted it has generally been accompanied by better quality performance work, employment of fewer reporters, and more timely completion of reporting.

CARTOGRAPHIC INSPECTION

Cartographic inspection is now done for entire block of counties rather than county by county. The old method required complete inspection reports for each county. The new system requires that only one summary and flight report is needed for an entire block of counties. Thus, the time to inspect and record data for the average block of counties. Thus, the time to inspect and record data for the average block of 3 counties is reduced by 20%. The duplicate prints formerly required for blocking have thus been eliminated, and the savings in new contracts has enabled contractors to supply the more expensive polyester base materials at no overall increase in prices.

Deputy, Administrator

OPERATIONS

The Deputy Administrator, Operations, serves simultaneously as the supervisor of the agency's administrative management and service divisions and of the seven commodity offices which are responsible for managing commodity inventories, activities attendant to commodity loans and other work related to these functions, and for an office in New York City administering certain cotton export programs and maintaining liaison with the trade.

Management activities assigned to the DAO include the establishment and administration of an overall management program for CSS and ASC. Of the seven commodity offices, one is responsible for managing cotton inventories, five share responsibility for managing grain inventories and processing data in connection with the loan program, the seventh office manages inventories of processed commodities such as eggs, butter and cheese. All commodity offices maintain the accounts for CCC operations in their respective areas.

Inventory management begins with the acquisition of forfeited loan collateral or the purchase of commodities and includes subsequent movements, storage, sales disposal and the related fiscal transactions and support of these operations. The offices carry out necessary examination of storage facilities and maintain close working relationships with commodity trades, markets, and railroads. To support these activities, the latest data processing systems and equipment is employed.

IMPROVED NATIONAL ISSUANCE SYSTEM

More concise procedure requirements and guides and better coverage of controls, types of issuances, and other characteristics of good directives systems are now available to CSS in a recently completed revision of Handbook 1-DS. The improved directives handbook is producing (1) increased awareness of field office problems and needs among responsible personnel in Washington, (2) continuing improvement in the effectiveness of directives systems in field offices, and (3) greater interest on the part of other organizations for the development or improvement of their issuance systems. This interest is reflected in the increased number of requests for 1-DS and related material both from within and outside government.

SIMPLIFIED SOIL BANK PAYMENTS WITH CCC SIGHT DRAFTS

Special negotiable certificates for payments under the acreage reserve program were required because a producer could be paid in cash or grain. The provisions for redemptions in grain have expired. With their expiration, the Fiscal Division proposed that use of the special negotiable certificates be discontinued. CCC sight drafts are now issued for these payments. The change has simplified operations in ASC State and county offices and CSS Commodity Offices. The special forms and procedures required for the negotiable certificates have been discontinued. State Offices need now maintain stocks of CCC sight drafts only and concomitantly need no longer account for the negotiable certificates. Commodity offices are relieved of maintaining separate accounts, records, and procedures for negotiable certificates.

IMPROVED INVOICING OF COTTON SALES

A new form provides the necessary data to currently record sales of cotton by agents and eliminates the need for separate transmittal of payment-in-kind certificates that have been accepted by collecting banks in partial payment for cotton sold. The Fiscal Division and the New Orleans Commodity Office collaborated in redesigning the combination invoice and draft form. The new form provides both for the collecting bank to report details of the collection and for the transmittal of accepted payment-in-kind certificates. The commodity office is thus provided with all detail necessary to establish control over these receipts and payment-in-kind certificates and to record and classify the sale.

IMPLEMENTATION OF NEW LEGISLATION

Surplus agricultural commodities may now be sold to friendly nations on a long term credit basis. The new provision is Title IV of Public Law 480. Most transactions under this program will be financed through American banking institutions. Representatives of the Fiscal Division have met with representatives of New York commercial banks to discuss provisions of the law concerned with their participation in the program.

Proposed Title IV agreements between the United States and friendly countries, and regulations covering the operations of the program have been developed by the Office of the General Sales Manager, the Fiscal Division, and the Foreign Agricultural Service.

LOAN RATE SYSTEMS IMPROVEMENT

Thousands of exception statements have been generated in data processing centers because equipment had not been directed to recognize the difference between inaccurate loan rates and loans made at the interim minimum rate before the final and frequently lower rate had been decided upon. Exception statements are reviewed in data processing centers and returned to county offices if no recording errors are identified. The county office is then required to review the exception statements and advise the data processing center of corrective action to be taken. When the exception was found to have been generated because of the difference in the interim and final loan rate, the commodity office was required to create its own follow-up file and replace its exception statement with findings later received from the county office. Under the revised system, loans made at the interim loan rate will be accepted as accurate by the data processing equipment. A considerable body of work involved in county offices and data processing centers concerning exception statements has thereby been eliminated.

SIMPLIFIED REPORTING

Arrangements have been made to simplify the reporting of disbursements for ocean transportation. The monthly report is to be made by kind of commodity rather than by individual requisition. Line items reported have thus been reduced from 141 to 10. The report transmittal is incorporated as a part of the new report form, thus eliminating the need for a separate transmittal memorandum.

PROGRAM INFORMATION FOR STATE AND COUNTY OFFICES

Material savings in the cost of duplicating and distributing leaflets and pamphlets that describe farm programs to farmers have resulted from a survey made to determine the quantity of such material that is actually needed. States and counties had tended to over order the issuances to be sure that they were available when farmers needed them.

The number of participants in each program in previous years had been used to make the basic estimates of quantities of material needed. It was recognized that this method was not always sound because local conditions frequently changed from year to year. Therefore, a request is now made annually to each ASC State Office for their estimate of the quantities of each issuance that they will need. These estimates are compared to records of previous program participation to note any requests of unusual size. As a result of these new estimates, 441,000 fewer copies of wheat marketing quota leaflets were ordered this year. The order for cotton marketing quota leaflets was reduced by 333,000 copies this year. \$2,000 has been saved this year in printing costs for these two jobs alone, and additional savings have been realized in handling and distribution costs.

EXECUTIVE DEVELOPMENT

The Personnel Management Division has been helping the Administrator of CSS institute an Executive Development Program. The purpose of the program is to aid the agency in developing a pool of executive talent from which its future needs can be drawn. The recognition of this need and corollary stimulation of interest in executive development is intended to support the efforts of all qualified personnel in CSS who are striving to develop their own potential for filling executive positions. The first phase of the program consists of two day seminars for everyone GS-12 and above in Washington, and GS-11 and above in commodity offices.

A preliminary draft outlining the Executive Development Program was approved in the fall of 1959. With the technical assistance of the Personnel Management Division, an Executive Development Advisory Committee appointed by the Administrator developed a plan for the program. The first sessions under the new program were held in the late summer of 1960. The Administrator and his top executive staff attended these early sessions. When everyone through Grade 12 in Washington has attended the two day seminars, the program will move to commodity offices.

Initial response to the Executive Development Conferences has been generally good. The conference opens with a brief discussion of the Administrator's interest in the seminars and a description of executive functions and talents. The bulk of the two day seminars is devoted to considering and discussing questions about management that have been posed by members of the group. These discussions are held in small informal groups. All members of the group participate in the discussion.

Response to an evaluation questionnaire answered by each person in attendance indicates particular approval of the small size of each conference, the consideration of management problems, the informality of the conferences, and the quality of the planning and material that have provided the foundation of the conferences.

AUTOMATION REPORT

The Operations Analysis Staff has published a history of developments in the field of automation during the past 5 years in Commodity Stabilization Service. The report entitled "Progress Report on Operations Improvement Through Automation, 1955-1960" is based on the efforts of the Commodity Offices, ASC State Offices and Washington Divisions to employ the latest techniques and equipment to process data in the most timely and efficient manner possible.

The report is designed to reflect to the breadth and diversity of the CSS effort. It serves as a guide to future efforts within CSS and many other government agencies. The report has been well received within the Department of Agriculture, Congressional Committees and the Bureau of the Budget. The Bureau has distributed copies of the report to many government agencies faced with the increased complexity and opportunity of modern data processing.

ORGANIZATIONAL SURVEY

An organizational survey of the budget division of CSS has recently been completed through the joint efforts of the Budget Division, Personnel Management Division and OAS. The survey has resulted in the removal of one layer of supervision between the office of the director and the budget analyst. Functions within the office of the director have been realigned to permit the director to devote an increasing amount of time to planning and to advise top management. Several functions that touch all areas of the division's responsibilities have been centralized in a newly created staff. Other features of the survey are expected to help the individual analyst devote a maximum amount of time to the truly professional part of his job.

The reorganized division is designed to permit maximum development and utilization of executive talent within the division. It provides for hiring and retaining qualified people to replace those being lost to other jobs or to retirement.

TRANSPORTATION SAVINGS THROUGH CONSOLIDATED DELIVERY ORDERS

The Cincinnati Office frequently receives delivery orders for processed commodities from the Food Distribution Division of the Agriculture Marketing Service. Many of these orders are for separate consignees at the same destination. Occasionally these orders are for less than full car loads of commodities. To save transportation costs, Cincinnati has asked permission to consolidate these orders whenever possible into one full car load. One example of these savings concerns a recent request for the delivery of butter to separate consignees in Salt Lake City. The order was amended, with AMS approval, to permit the shipment in one rather than two cars for a saving of \$795.

WORK MEASUREMENT

The Cincinnati Office has recently revised their work measurement system following a complete analysis in light of the experience gained with it during the past two years. The study resulted in eliminating numerous work measurement items found to be insignificant. The new system makes it easier for the individual employee to charge leave, standby time, and direct labor to programs. Direct labor time is now reported by individual employees according to the function performed without regard to the fund to be charged. From these reports, their time is distributed according to work units performed by programs. The revised system should result in considerable savings in time and effort in preparing future budget estimates and schedules. Employees are finding that the new system simplifies completion of daily activity reports.

LOADING ORDER CONTROL CARD

Loading order settlements are now controlled by a master card created upon the issuance, or receipt from another area office, of a loading order. The card describes the purpose for which the order has been issued and reflects such data as loading order number, date of issuance, type of movement, settlement codes, and uncompleted settlements. This master loading order card helps to perform the following functions:

- A. Produce an age analysis of open loading orders.
- B. Utilize the age analysis to police and reconcile position accounts.
- C. Utilize the age analysis to file transit losses prior to their expiration under statute.
- D. Determine the status of any loading as of the end of each month.
- E. Determine the workload based on uncompleted settlements.
- F. Prepare man-month reports.
- G. Determine the charges, quality and quantity, and transit settlements for any given loading order.
- H. Provide statistical information for a number of factors concerning loading orders and cars processed.

MACHINE LISTING OF WAREHOUSE RECEIPTS TO AID WAREHOUSE EXAMINATIONS

Warehouse Examiners are now furnished with machine listings of warehouse receipts held by Commodity Credit Corporation and those pledged as collateral for price support loans.

Formerly, the Warehouse Examiner prepared a list by hand at the warehouse of all outstanding warehouse receipts, showing the commodity and quantity of each. To be sure that he had accounted for all receipts, his list was prepared in straight numerical sequence. Upon the completion of his listing, it was necessary for him to calculate the total quantity of each commodity in storage.

The new system provides the Warehouse Examiner with a machine listing of all CCC-owned receipts and receipts pledged as loan collateral. The examiner compares his listing with the warehouse receipt books and notes any discrepancies. Outstanding warehouse receipts are added to his list and cancelled warehouse receipts are subtracted.

The new system has enabled the Dallas Office to discover and correct numerous discrepancies between their records and those maintained by warehousemen. The time saved through the use of the new method is equal to that of three Warehouse Examiners annually. Salary, mileage, and per diem that are thus saved equals \$25,065 per year.

SUPERVISORY JUDGMENT TESTS

The Dallas Office has secured from the Civil Service Commission a battery of tests designed to assist the office Promotion Committee in determining the potential effectiveness of an employee as a supervisor. It is frequently difficult to determine potential supervisory skills in applicants for lower grade supervisory positions.

Until recently, the applicant's supervisor prepared an appraisal sheet that was used as a basis in determining the supervisory potential of employees who had little or no previous experience as supervisors.

The Promotion Committee is using the test results as one of several factors to be considered in filling supervisory positions. The Personnel Management Division is analyzing questions answered incorrectly to determine supervisory skills that need

particular attention in future training programs. Three different sets of tests have been utilized; one for grade GS-5, one for GS-7, and one for GS-9.

EXCHANGE OF CCC-OWNED GRAIN AND RAIL BILLING FOR GRAIN WITHOUT BILLING

The last Management Improvement report described a method of liquidating rail transit which had permitted Dallas to collect \$133,000 for rail billing it might otherwise lose. The recovery has since reached nearly \$820,000.

A companion program has been devised to dispose of additional rail billing for wheat and milo. Many warehousemen receive privately owned grain by truck, purchase it from producers, and ship it to market by rail or truck. Frequently, they would prefer to store this grain if it could be stored for the account of CCC. At the same time, in other facilities, CCC owns large quantities of aging rail billing that should be used if it is to expire. Under the new plan, CCC delivers its grain, using the old rail billing, to meet sales made by warehousemen. CCC then acquires truck received grain in store in the country houses. Settlement is made with the warehousemen for the value of the CCC-owned rail billing used to ship the grain. The plan has been in operation for just a few weeks but Dallas has managed to dispose of \$901,651 of CCC's investment in freight.

OFFICE MACHINE MAINTENANCE

Office machine maintenance has been improved in the Evanston Office by employing a man to provide scheduled preventative maintenance and to make on the spot repairs of office equipment. Previously, the office had arranged for machine maintenance by local machine repair concerns. Contracted equipment service had been costly. Equipment had frequently been out of use for several days waiting for a repairman.

A career employee paid on a wage board salary rate has been assigned by service equipment. The result is more timely repair service and better maintenance of office equipment at a lower cost than was provided by the contract service.

MANAGEMENT CONTROL

Assurance that recommendations contained in audit reports are appropriately handled is provided by a new system of follow-up for each audit recommendation. The new procedure provides that staff personnel investigate and report actions taken on audit recommendations to the Director and to appropriate division chiefs. The staff responsible for the follow-up, investigates to see that changes recommended and agreed upon have been implemented and that deficiencies have been corrected. Subsequently, each division chief is required to report to the Director the action he has taken on audit recommendations or he must provide appropriate plans for handling the deficiencies he has not corrected.

Financial protection for CCC for grain sales made by commission merchants is now provided by requiring the merchants to meet certain financial criteria and provide irrevocable letters of credit in favor of CCC for cars of CCC grain they sell.

Grain markets do not guarantee the obligations of their individual members although they do require them to have financial responsibility under penalty of suspension from grain dealing. The letters of credit required by Evanston further protect CCC from possible irresponsible action taken by commission merchants.

Backlogs are better controlled and trouble spots anticipated by recently required reports of the number and age of items in certain accounts representing interim inventory recordation, undistributed disbursements, unallocated collections, accounts payable, and accounts receivable. The reports are made by the Accounting Division although maintenance of the accounts is frequently the responsibility of another division. The reports are judged against established standards for the amount of time to record in each account.

Standard processing times have been established for certain critical processes and for report preparation. In the past year, processing times for certain documents have been substantially reduced. For instance, a five-day turn around goal has been established for producer settlements. A year ago, 40 per cent were processed within five days; this year, 50 per cent are being processed within five days. The improvement is due at least in part to the improved controls as well as better documentation in county offices.

Summaries showing the volume of major work items are prepared monthly for the Office of the Director from work measurement data. The summaries are prepared in graph form and include comparisons to budgetary and planned operations, and established standards. In addition, the graphs point out significant trends in workload to permit early preparation to meet changes in volume. The data also indicates the relative performance of individual organizational units within the office when compared to their planned production.

A new system for scheduling computer runs is making more realistic planning for computer time possible. The new schedules are based on standards for run time, set-up time, and time ratios for data being fed into the machine or coming out of it. Computer schedules have previously been set on the basis of certain input measurements and the experience of the person responsible for scheduling computer time. The new system, in addition to providing more realistic schedules, makes it possible to train schedulers more easily, and schedules may be prepared or revised in less time.

Evanston has achieved better control of the schedule of electric accounting machines through a new system designed to keep track of work in process. The new system requires that for all daily registers, subsidiary registers, and reports, due dates, progress, and completion dates must be posted to a record. The record is then circulated to supervisors whose work planning is related to the schedule of EAM operations. Previous controls have relied primarily on the attention of supervisors, memoranda, and generalized check lists to reflect work in process. The new system is helping the EAM and related operations to meet deadlines. Supervisors now have information available about work schedules that enables them to anticipate potential problems more promptly.

MECHANIZATION

The Evanston Office processes data for 200,000 to 300,000 producer grain loans each year. When loan documents reach the Evanston Office, certain codes must be entered on them. Key punch operators now code these documents as cards are punched. The audit clerks who previously coded the documents now code only the transmittals, and check the documents for certain errors of omission. During a test of the new procedure, the following benefits were identified: the production of audit clerks rose from 500 documents processed per man day to 1500 per man day; the production of key punch operators increased slightly (this was attributed to their not having to read codes that were frequently barely legible and crowded into small spaces); and fewer coding errors were found in the cards.

An improved billing process for storage invoices has reduced the number of tabulating processes for punched cards, has reduced clerical operations, and has lowered the incidence of error in billing. Records of grain inventories stored in warehouses are maintained on punched cards. A duplicate set of cards is provided to merchandisers for work in connection with sales and commodity movements. Before the new system was installed, quarterly billing cycles were controlled by storage periods coded into the cards. After each billing period, cards had to be updated by changing the billing code. Each updating provided an opportunity for the introduction of errors in the invoices.

The new process lets the computer determine the billing period by comparing the storage start date, the accounting date, and the time of the preparation of invoices to determine the number of days to be billed. The new procedure eliminates each quarter the reproduction of the punching of billing codes on the listing and balancing of and the sorting of 250,000 cards on 14 digits. In addition, invoices prepared under the new system are more accurate and the merchandisers no longer have to be without inventory records while new cards are being produced.

Farm-stored deliveries of loan collateral grain are now recorded directly into warehouse accounts, by-passing the previous clearing entries in producer settlement accounts. Evanston procedures used to require that these deliveries be recorded through the computer in producer settlement accounts and inventory records concurrently. Entries were later cleared by separate recordings dependent upon manual coding, vouchering, and tabulating card processes of contra recordings to in-store or other appropriate accounts.

The new process eliminates coding, vouchering, punching, matching, listing, and reconciling accounts for approximately 100,000 warehouse receipts per year. In addition, the new process is more accurate because the chance for human error in the coding and punching has been eliminated.

STAFFING

To meet peak workload, the Evanston Office is now using a higher percentage of part-time and temporary employees. The previous policy of maintaining a fairly balanced staff worked well enough during the years of continuously increasing workload. The staff was somewhat small for periods of peak workload and larger than necessary for slack periods. During slack periods, excess personnel could be used to reduce backlogs accumulated during times of high workload.

During the recent period of diminishing workload, the permanent staff has been reduced. The rate of reduction has been faster than the rate at which workload is decreasing. To meet the peak

workloads during fall corn deliveries and shipments, temporary personnel had been hired to handle the routine jobs. They will be retained through the heavy loan making period. It will be an easy matter to reduce the number of temporary personnel when the workload justifies that reduction, without adversely affecting permanent employees.

IMPROVED SYSTEM FOR RELEASING FREIGHT CARS

The Evanston Office has recently authorized official inspectors and commission merchants charged with cars to order their release to appropriate people. Previously freight clerks in the commodity office prepared releases or reconsignment orders on all movements.

Now as inspection reports are received by telephone or teletype, inspectors are notified to release the car if it is billed for storage at a particular warehouse, or for sale, or to hold the car for disposition by CCC. Cars sold by commission merchants at the point of inspection are released to the buyers by the merchant acting as agent for CCC.

The new procedure has greatly reduced office workload previously required to release cars. In addition, the new procedure has reduced demurrage costs by providing immediate disposition instructions when the grain inspection report is filed.

TRAINING

The office has found it difficult to hire people qualified for certain positions in the office. To overcome this problem, the office has entered into training agreements with the Civil Service Commission that authorize the assignment of certain employees to an accelerated training program designed to speedily qualify them for the difficult to fill positions. Trainees are selected from among employees who meet certain Civil Service Commission or commodity office standards. They are given intensive training for a period of 6 to 12 months in the special job they are preparing for and in the total operations of the office. In recognition of successful completion of the intensive training, the Commission

has authorized the office to substitute 6 months of training for one year of normal experience in the special job. Training agreements have been consummated for Market Specialists, positions in inventory management, merchandisers, Management Analysts, Computer Programmers, and Console and Peripheral Equipment Operators.

An intensive training program for first line supervisors and potential first line supervisors has been inaugurated. A supervisors handbook has been prepared outlining the full range of supervisor responsibilities and delegations. It, in conjunction with Civil Service Position Classification Standards for supervisors, provides the basic subject matter to be covered in the training program. Attendance at local colleges and universities is encouraged and recognized in the training program.

In addition to further improving the performance of first line supervisors, the program is expected to provide the office with a cadre of understudies prepared to assume supervisor responsibility.

KANSAS CITY COMMODITY OFFICE

STATE-FEDERAL COOPERATION

For some years, the Kansas City Office has cooperated with state governments by recognizing state bonds for warehouses and executing Cooperative Warehouse Examination Agreements with state governments. The cooperation has recently been extended to accept state reviews of financial statements of state licensed warehousemen in Nebraska and Wyoming. The new arrangement has eliminated the necessity for the Kansas City Storage Management Division to review financial statements submitted in support of "Applications for Approval of Warehouses". The office now relies solely on the Nebraska Railway Commission and the Wyoming Department of Agriculture reviews of financial statements for houses in these two states.

JUNIOR EXECUTIVE PROGRAM

A Junior Executive Training Program (JETCO) designed to provide training for potential executives and to increase the effectiveness of current management has been instituted in the Kansas City Office. Five employees participate in the program each year. The employees, who range in grade from GS-7 through GS-11, receive their appointments for a twelve month period. They are expected to recommend action to top management on assigned program and administrative problems.

Appointments to JETCO are made by the Director on the basis of recommendations of his top staff and appraisals of candidates by members of the local Training Committee. JETCO is coordinated by the Deputy Director for Management who is also responsible for counseling members of the committee.

The Chairman of JETCO attends the Directors' staff meetings when the committee's recommendations are being considered. Action taken on the recommendations is reported by the Director to the committee.

Typical problems assigned to the committee for consideration include assignment of parking facilities, building security,

the Incentive Awards Program and safety. The recommendations of the committee have been accepted in whole or in part on over half of their assignments. They have saved valuable time for top management in doing the research necessary to resolve operating problems.

The program provides committee members with experience in decision making through group action. Each member of the committee serves ten weeks as Chairman and ten weeks as historian. These assignments permit each trainee to gain practice in writing recommendations and in making oral presentations of recommendations to the Director and his staff.

Most of the time given to JETCO's activities is outside of regular office hours. It has not been unusual for committee members to devote as many as 50 to 75 hours of their own time to a single project.

The training program is providing the Kansas City Office with executive training for those levels of employees who can be expected to fill future executive needs. The program has been well received in the Kansas City Office both by management and participants, and is providing experience and knowledge of techniques to trainees as well as supplying immediate solutions to certain office-wide operating problems.

REJECTION OF INDIVIDUAL LOANS RATHER THAN ENTIRE TRANSMITTALS

Under a new system, the Kansas City Data Processing Center is able to reject individual loans that are in error without rejecting the other loans received with the same transmittal. The old system made it necessary to reject all of the loans forwarded by a transmittal because the total of the accepted loans had to equal the control total posted to the transmittal at the originating office. The new system permits the adjustment of control totals on transmittals when a single loan has been rejected.

The old system required that the entire transmittal be returned to the originating office in the event of an error on any one loan. The error had to be corrected and the entire transmittal resubmitted. The multiple handling increased problems in research,

key punching and reprocessing of data by the computer and complicated controlling transmittals. The new system in addition to overcoming these problems, has eliminated errors that have entered the system from rehandling rejected transmittals.

AUTOMATED MAINTENANCE OF PRICE SUPPORT RATE PAYMENTS

Loan rates and tables had been laboriously prepared by hand from loan bulletins. Only after all rates for all commodities, counties, crop years, and elevators had been prepared were the rates placed into punch cards and subsequently converted to magnetic tape for use with the Univac computer. Frequent changes, deletions and additions to the loan rates were manually prepared in the same manner.

The new method permits the establishment and amendment of rates by the computer. This system reduces greatly the clerical effort needed to establish new tables and to maintain existing tables. Furthermore, the machine processes result in fewer errors being introduced into the rate tables.

New rate tables can now be established in a matter of a few days rather than several weeks after the official publication of loan rates. As a result, the preparation or verification of loan and purchase agreement settlements is now accomplished much more promptly in the Data Processing Center.

IMPROVED RECORDING OF FARM STORED LOAN AND PURCHASE AGREEMENT SETTLEMENTS

Settlement documents are being prepared and distributed earlier to ASC county offices and to farmers by virtue of a modification in the Kansas City purchase agreement and loan settlement system. The producers name and address magnetic tape file has been re-organized so that only those reels of tape containing the name and address of farmers making settlement of loans or purchase agreements are processed by the computer. The computer calculates the amount of settlement for purchase agreement and farm stored loans. The improved system has reduced the time settlement documents are in the DPC from seven to four days.

AUTOMATIC PROGRAMMING

It is necessary to tell a computer what steps to take to do a given job. These instructions, called program instructions, were originally given in detailed machine language in the Kansas City Data Processing Center.

Automatic program techniques called Flowmatic and Flexomatic have been developed for use with the Univac computer. These new techniques have been getting progressively more use in Kansas City to supplement and replace manual programming.

Automatic programming has eliminated many of the more common program errors, has reduced the time necessary to program for a particular job and has permitted increased productivity on the part of employees who write programs. Another benefit from automatic programming is that existing programs may be converted for use with newer electronic equipment at a relatively low cost.

QUALITY CONTROL

Employees concerned with processing loading order documents are now required to report errors and deficiencies to unit supervisors. The reports are analyzed periodically by management to localize sections of the settlement operations that produce numerous errors.

There were 1407 loading orders processed from September 19 to October 31, 1960. Errors committed in these loading orders were located, categorized, and analyzed. The systematic reporting of errors is providing a basis for future preventive action. It is expected that retraining, reassignments, and similar actions that will result from these quality controls will greatly improve the settlement operation in the office.

IMPROVED GRAIN SALES PROCEDURES

The grain trade in the Minneapolis area has enthusiastically endorsed a new procedure for processing grain sales. Under the new method, warehousemen, or their terminal representatives, desiring to purchase producer deliveries can negotiate the purchase orally by a telephone call to the commodity office. Quantity and quality factors on the "Commodity Delivery Notice" determine the warehouseman's liability for grain received and purchased. Warehouse receipts for the grain are issued but are held by the issuing warehousemen. They are cancelled only upon passage of title to the grain from CCC to the purchaser. The existence of the warehouse receipts is testified to by the "Commodity Delivery Notice." The new procedure makes it unnecessary for warehouse receipts to be forwarded through county and State Offices to the commodity office. Sales transactions had previously been held up until the warehouse receipt had been recorded into inventory by the commodity office.

The new system permits rapid disposition of grain during busy harvest periods and at the same time corresponds to grain trading practices. Transactions under the new system are frequently completed up to five days sooner than under the old system.

ASC State and county offices have contributed to the success of the new procedure by furnishing necessary coordination at the elevator location.

COST SAVINGS THROUGH AUTOMATIC DATA PROCESSING

Savings of \$3,438,392.15 were realized in fiscal year 1960 as a direct result of automatic data processing. Program savings included in this figure were conservative since they were developed only from early invoicing and cancellation of insurance on 1958 crop cotton. Many other savings were realized that are difficult to accurately measure. For instance, without ADP, the tremendous volume of work required by the 1959 purchase program would have been hopelessly bogged down. The service that ADP made possible during the purchase program is particularly significant because of the thousands of producers, field services, warehousemen, and other members of the cotton trade affected by the program.

COTTON PURCHASE AND SALE PROGRAM

In 1959, Congress directed Commodity Stabilization Service to make outright purchase of choice A cotton to supplement the cotton loan program. The program presented new problems that were varied in nature and disbursed throughout the operation in Washington, in the field, and in the New Orleans Commodity Office, where the day-to-day responsibilities for administering the program resided.

To overcome many of these problems for the 1960 program year, the New Orleans Office planned and carried out a number of far reaching measures. Additional, more comprehensive meetings were conducted to better acquaint sales agents and banks with the program. Instructions were improved, data processing systems were redesigned, and controls and policing were enhanced to permit the smoothest possible operations of the complex program.

Many of the problems in the 1959 operation, during which CCC purchased in excess of 8.6 million bales, arose from incomplete understanding of the program on the part of purchase and sales agencies. Before the 1960 crop was harvested, the office planned and conducted a number of meetings with these agencies in the field. Later, field representatives visited the agencies and custodian banks to explain and clarify details of the program.

These efforts have helped to provide the better program understanding demonstrated by the agencies during the 1960 crop year.

A completely revised handbook for purchase and sales agents and custodian banks was issued. The new handbook is an orderly step-by-step description of the work agencies are to do as they participate in the program.

The new handbook for the first time prescribed format for catalogues, sales notices issued, and related materials. These prescriptions resulted in uniform treatment of the pertinent documents which permitted major improvement in the conduct of field sales and the subsequent commodity office review of sales documents.

During the 1959 program, many errors were made in the field in posting such items as warehouse receipt numbers and code numbers to sales announcements. As a result, it was frequently difficult to match bales that had been sold with those purchased. Therefore, outstanding invoices could not be cleared and inventories could not be maintained realistically. Early efforts to cure this problem relied on the use of Electric Accounting Machines to detect posting errors. The volume of activity was so great that the EAM equipment could not keep pace. This year, the IBM 705-III is doing this job at a reduced cost, and is keeping pace with the incoming documents.

The computer is making it possible to quickly verify storage computations bale by bale for the 1960 program year. During the 1959 program, storage was computed by invoice. These were controlled by storage date. The new system, controlling bale by bale, makes the storage date control unnecessary and provides more accurate storage costs.

In last year's program, considerable clerical effort was required to support the machine time necessary to compute differences between sales agency invoice dollar amounts and actual amounts. For the current crop year, machine operations have been revised to handle nearly all of the difference calculations. The machine processes in addition established punched cards to reflect appropriate receivables or payables for subsidiary account records.

A method of accruing and recording commissions payable on field sales has been developed and integrated into the automated system for this year's program.

For the 1959 program, no provision had been made to receive proper identification of Payment-in-Kind certificates that had been used to pay for field sales, nor was there any provision for promptly recording field sales to assure accurate inventory, quantity, and value records. To overcome these deficiencies, collecting banks have been required to mail an extra copy of completed invoices to the New Orleans Office. The copy includes a list of the appropriate PIK certificates and provides data needed to promptly record field sales. A more accurate inventory record is therefore being maintained and the tremendous number of unapplied warehouse receipts that accumulated last year will not accumulate for this year's program.

As an aid to policing the program, an examination reporting form has been designed to aid field representatives in their examination of purchasing, sales and lending agencies, and custodian banks participating in the program. During the 1959 program, examination reports were prepared in narrative, permitting different interpretations by the office and the agencies over examination findings. The new forms highlight the basic considerations in the examination of each type of agency. The examiner simply notes the quality of the agents work in connection with each consideration. At the conclusion of the examination the representative gives to the agency in writing a list of the exceptions based upon the checklist, that the agency must remedy. The agency is required to sign one copy of this report at the end of the examination. In addition to minimizing misunderstanding about exceptions between the New Orleans Office and the agencies, a substantial saving of manpower has been made by having the report made directly from the field representative to the agency. Formerly, the representative reported his findings to New Orleans, which, in turn, reported them to the agency. Accordingly, follow-up correspondence to trace unanswered exceptions has been minimized. Field representatives are able to complete examinations much more quickly with the aid of the simplified report, and their findings can be reviewed in the office more quickly.

A random sample of agency catalogues and notices of sale are this year being supplied weekly to the New Orleans Office by boards of cotton examiners and cotton exchanges. During the 1959 program, copies of all catalogues and notices of sale were forwarded directly to the office by the agencies for review of their adequacy, legibility, and agreement to other program provisions. The volume was so great that the review could not be kept current and therefore much of its effectiveness was lost. The random sample has enabled the office to maintain a current comparison of catalogues and notices forwarded to the boards and exchanges, to copies provided to New Orleans. The more timely review is permitting the New Orleans Office to take necessary measures to have adequate catalogues and notices provided by agencies for boards and exchanges.

Changes in procedures and the flow of work for the examination of sales documents, plus a vigorous training program for examiners, has improved the examination function. These efforts have contributed to keeping the examination more nearly current with 40 examiners than was possible with 102 for the 1959 crop year. Moreover, the current examination, enabling the office, as it does, to call attention to discrepancies at an early date, is contributing to the improved quality of sales documents being received from agencies.

CHANGES IN FINAL SETTLEMENT FOR COTTON SALES

Final settlement for cotton is complicated by the need to reclassify it at the time of sale. It is further complicated by the need to consider three prices before settlement can be made. Reclassification and pricing is now being done by the computer much more accurately, quickly, and economically than when it was done manually.

COTTON EXPORT SUBSIDY

Cotton export transactions under the Payment-in-Kind program necessitates the review of a set of documents in the New Orleans Office. The review has recently been simplified and speeded.

Check lists of information to be reviewed have been designed as have forms to simplify the recording of certain pertinent data such as bale identification and weight. These forms also aid in detecting over-claims on weights. The new procedures have enabled the office to process more documents with a higher bale count with 14 employees than was done was 32 employees for the 1959 crop year.

REQUEST FOR FORMS

A simple card form is now used by divisions to validate informal requests for forms. Frequently, in the past, forms have been ordered from the Administrative Division during conversations or telephone calls concerning other matters. Occasionally these orders have been forgotten. The new card originated by the requestor provides a written systematic record of all orders.

CONTROL OF RECONCENTRATION OF COTTON

Many cost and other factors must be considered in deciding where to reconcentrate cotton. To assure that proper consideration is given to all factors, a standing committee has been established composed of the chiefs of the Commodity Operations Division, Traffic Management Division, and Storage Management Division, each of whom has a technical interest in reconcentration. The committee reviews the requests of each warehouseman for moving CCC cotton. They consider such factors as transportation cost, storage costs, and the market location. The committee then recommends to the Office of the Director the most desirable location in which to reconcentrate cotton. The system assures equitable considerations of all houses and provides a record of the factors that led to the decision to reconcentrate to a given location.

SAVING TRANSIT ON COTTON SOLD FOR DELIVERY

A new method of selecting cotton to be delivered on sales, utilizes the computer to consider cotton that has acquired

transit rights through reconcentration. The new system helps to prevent freight bills from becoming overaged and provides for a prompt liquidation of the investment in freight charges. Under the new system, approximately 60 percent of the cotton sold for delivery has had transit rights available. Prior to the revision, only 31 percent of the cotton sold for delivery could utilize transit rights.

RECONCENTRATION EXPENSE

Until recently, cotton had been reconcentrated to a particular warehouse on the basis of the warehouseman's certification that he had sufficient space to accommodate it. If it later developed that his estimates were in error, it was necessary to again move the cotton. The expense to CCC for the second reconcentration has been overcome by requiring the warehouseman to reimburse CCC for expenses incurred in such reconcentrations, if he had been awarded the cotton the basis of his certification.

IMPROVED WAREHOUSE EXAMINATIONS

Warehouses licensed under the U. S. Warehousing Act are examined by Agricultural Marketing Service examiners. They are not required to verify current fire insurance rates nor examine for program compliance or other pertinent matters. Accordingly, the New Orleans Office is now requiring two Warehouse Examiners to look into these matters in federally licensed houses. The examinations are proving to be valuable in bringing federally licensed houses into compliance with all CCC requirements.

ADP PROGRAMMING REFINEMENTS

Most of the runs for the IBM 705-III computer have been reprogrammed to take advantage of the equipment's overlap features which permit several simultaneous operations. In addition, the rewritten runs include the blocking of all records. The significance of these two innovations is illustrated by (1) a 43 percent increase in the speed of the initial purchase acceptance run; with overlap, 98,000 bales could be processed in one

hour, without overlap, 40,000 were processed in one hour; (2) the file maintenance run averaged 153,000 bales per hour without overlap, and 233,000 bales with overlap; (3) the principal run of the sales application which produces the sales tag list averaged 47,000 bales per hour without overlap, 158,000 bales per hour with overlap. Check point and restart routines have been added to all of these new runs to minimize the time lost in interrupted runs.

REORGANIZATION

As a result of an organization survey conducted earlier this year, the office has taken steps to establish a new division and to reorganize others.

Management analysis is now recognized as a separate function within the office, and has been established as a division. Previously, various division chiefs had performed the functions centralized in the new division. The division provides the office with continuing responsibility for studying management problems with particular emphasis on those that are complex, such as studies that overlap division lines. The division is also charged with recommending changes in handbooks and preparing certain handbooks and procedures.

The Fiscal Division, which had grown large and unwieldy, has been rearranged into larger sections. Units within sections have been realigned to permit effective control from the Office of the Fiscal Division Chief.

The ADP Division had experienced a tremendous growth in workload without a corresponding change in the organizational pattern. The division has been reorganized to make possible better coordination, supervision, and management from the division's top staff.

The Storage Management Division, the second smallest in the office, had been organized into two sections. Because of its small size, it did not warrant an Assistant Division Chief as well as the two section heads. Therefore, no orderly progression was provided for

promotion to the top job. To insure that appropriate understudies to the top job would always be available, the division was re-organized into a straight line. The line of authority now descends logically from a Division Chief through his Assistant to a Supervisory Contracting Warehouse Examination position.

TRAINING

Supervisory training in recent months has stressed the human relation side of the supervisor's job. The program, rather than establish or promote 15 or 20 principles to follow for effective supervision, has intended to instruct supervisors in how people are motivated and how they react to different environments.

Each employee in the office has recently attended training sessions designed to familiarize him with the programs administered by the office. Supporting topics in these sessions have sought to describe how the office operates. These sessions have been designed to provide each employee with a better understanding of how his job is related to the total work of the office.

STOPPAGE OF SHIPMENTS IN THE EVENT OF AN ENEMY ATTACK

In the event of an enemy attack, CCC commodities routed toward port facilities for export would need to be rerouted or retained in U. S. stocks. Hundreds of car loads of CCC commodities move daily toward port facilities that would become target areas in war time. Should an attack occur, it would likely be impossible to immediately contact warehousemen and instruct them to properly dispose of such commodities. Accordingly, warehousemen have been advised to stop shipments and loadings in the event of an attack until they get further word from the Portland Commodity Office or an ASC State or county office. The instructions apply to all warehousemen operating under Uniform Grain Storage Agreements.

COMMODITY CONTROL INSPECTION BOOKLET

An employee suggestion adopted in the Portland Office is resulting in annual tangible savings of approximately \$2,800.

Customarily, pertinent facts concerning a warehouse to be examined have been gathered from several sources in the commodity office. In addition to fact gathering, a reviewer or supervisory examiner prepared instructions concerning each warehouse, tailored to guide the examiner. The preparation of these facts and guides has been time consuming and frequently necessarily incomplete.

To replace this package, a warehouse examination booklet is being published to provide a continuing source of pertinent information and instructions for warehouse examinations. The booklet includes a complete history of past conditions in each warehouse, and guidelines for conducting any examination. By requiring standard information in a standard form it helps the review of examination findings once they reach the commodity office. About four per cent of the results of the examinations are referred to the Office of the Director for a decision about action to be taken for adverse conditions in a warehouse. Formerly, a complete supervisory review and the compilation of a history of the warehouse were necessary before the case was presented to the Director. Now, however, most of the information needed for the Director is included in the previously prepared booklet.

MECHANIZATION OF PRODUCER CLAIMS

An employee suggestion in the Portland Office has eliminated all manual typing, proofreading, and adding machine time formerly required to reconcile producer claims.

Under the new system, state and county codes are punched into each claim card along with other data needed to record claims. With these codes it is then possible to prepare the reports for each state and county from the cards on electric accounting machines. The faster, more accurate system replaces manual report preparation, proofreading, and reconciliation to accounting controls.

MULTIPLE USE OF A HEADER CARD

A technique for obtaining multiple data in a manner comparable to electronic data processing techniques has been developed for the electric accounting machine equipment in the Portland Office. It is common practice in EAM operations to prepare header cards that include name, address, and locations needed to prepare various listings and reports. The use of header cards has been extended to permit the selection of various specific information for a large variety of uses. This has been made possible by the addition of certain information to these cards including: a customer code for control of receivables and payables; routing preference code to indicate equipment preferred for shipping by the warehouse; market code designating the terminal market used for pricing and loading order settlements by the warehousemen; a code for the freight rate from the warehouse to the terminal; and certain other standard information.

The addition of this information permits various organizational units within the office to obtain data needed to compute storage stop dates, determine loading order settlements, obtain market and warehouse loadout capacities, and make similar determinations from one source rather than from several. By producing duplicate decks of these cards, various runs can be in process at the same time.

INVENTORY REPORTING FOR MANAGEMENT

Current and complete CCC inventory information for management and operating officials is being supplied by a recently instituted reporting system in the Portland Office. The weekly report reflects on a single sheet the class or variety of each grain for sale by physical location and type of storage. The format is easily understood, clear, and concise, without symbols or codes that would require deciphering.

Replacing as it does the by-product reports of the accounting system, the report has proven to be invaluable as an aid to making day-to-day decisions and long range plans for the allocation of sales, equitable treatment of warehousemen, and the reconcentration of commodities.

Deputy, Administrator

PRICE SUPPORT

The Deputy Administrator, Price Support, has primary responsibility for formulating policies and programs relating to price supports for agricultural commodities. These activities also include the related responsibilities involved in administering CCC inventories and disposing of commodities by means other than sales.

Under his direction such international agreements affecting commodities, as the International Wheat Agreement, programs involving the barter for strategic and critical materials, and the administration of related international and inter-agency activities are coordinated.

The D.A.P.S. activities are so organized that program responsibilities regarding any one commodity are centralized in one division. Thus, program work in connection with cotton price supports is centralized in the Cotton Division. This work includes such functions as production adjustment, price support, foreign supply, defense activities and disposals. Similarly, activities relating to sugar, grain, tobacco, etc. are so centralized.

To aid in disposal of surplus commodities a Barter and Stockpile Division responsible to the D.A.P.S. administers the barter and stockpiling programs. A Price Division assists the D.A.P.S. in coordinating price support programs.

NEW DISCOUNT RATES

A new method for computing premiums and discount rates for commodities delivered under loans and purchase agreements for which no support rates have been established permits CSS Commodity Offices to furnish rates to ASC State Offices at an early date. Under the old system, county offices were required to request such discounts for each loan or purchase agreement. The new system permits the commodity office to prepare a schedule of discounts for one entire delivery period. County offices will thus be in a position to compute settlement rates immediately upon delivery of the commodity. The new system will speed the handling of settlement documents in county offices for these commodities and will permit the county office to provide better service to producers. Considerable savings in administrative costs will also result from the simplified system.

IMPROVED PRICE REVIEW OF FLOUR

To assure that the Commodity Credit Corporation has not over financed flour exports under Title I, Public Law 480, a more comprehensive price review of export flour has been instituted. The Department has been criticized by both the General Accounting Office and certain Congressional Committees for what has been regarded as a lack of adequate price review. To assure providing the best possible price review, the Grain Division is establishing a procedure for Agricultural Marketing Service inspection of all flour exported under the Title I program. The price review based, in part, on the results of the inspection will be performed by the Grain Division. The new system should eliminate over financing of these transactions.

IMPROVEMENTS IN ADMINISTRATION OF UNIFORM GRAIN STORAGE AGREEMENTS

Revisions in the Uniform Grain Storage Agreement more specifically delineate the responsibilities of warehousemen and CCC with respect to contract provisions of the agreement. Responsibilities more clearly spelled out in the agreement are those concerned with the storage and handling of grain, the maintenance of stocks in

warehouses, load out requirements, and settlements for grain shipped or handled. Modifications in the means of computing storage rates under UGSA is resulting in substantial financial savings to CCC. Rates have been changed by eliminating geographic differentials for certain grains received by truck and by eliminating the variation in rates by kind of grain and by geographic areas for certain grains.

A special "Agreement for Handling Grain Through Commercial Warehouses" has been combined with the Uniform Grain Storage Agreement. The result is that all agreements for grain storage and grain handling operations with commercial warehousemen are now in one basic contract. This simplifies administration of the program and should result in substantial monetary benefits to CCC.

IMPROVED DETERMINATION OF PREMIUM AND DISCOUNTS FOR GRADES AND CLASSES OF GRAINS

An experiment is being carried out within the Grain Division to determine whether an alternative method of calculating premiums and discounts will be more accurate than the method now used. The new method will be based on an average differential during a recent 36-month period. The old method was based on an average differential that is now 10 years old. Today grain prices are more or less governed by established CCC loan rates. Ten years ago, when present rates were established, premiums and discounts were based upon market prices. The new method is based on a straight average price differential unlike the old, which was weighted by certain factors.

The research to date makes it appear that certain premiums and discounts are sufficiently different from those established ten years ago to justify a review and revision of premiums and discounts used by Commodity Credit Corporation.

FORMS IMPROVEMENT

The Sugar Division has made significant revisions in two report forms, one received from grinding mills and one received from sugar producing farms.

The former two to ten sheet report, "Cane Juice Analysis and Production Record" was required daily from every factory. Now, only one page of the report is required daily.

A listing sheet of producers in the mainland sugar cane program has been eliminated and the pertinent material added to an existing report entitled "Farm Normal Yield Worksheet." The computation for a normal yield of a multiple tract farm can now be made from the latter report whereas the computation used to depend upon the listing sheet. The consolidation will result in the savings in many clerical man-hours in county offices each year.

Improvement in these two reports will substantially reduce mailing costs and the paperwork handled for the sugar program.

